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MANAGEMENT METHODS

NOVEMBER 1957

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



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UNIVERSITY OF MICH
ANN ARBOR MICH
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IN THIS ISSUE

Union President Swayduck: ***Profile of a new kind of labor leader***
page 28



For a man's other home

Where you spend most of your waking hours, naturally you want the best . . . GF Metal Business Furniture.

It's styled for beauty of color and line. Designed for comfort, convenience and efficiency. Fabricated from modern materials – welded steel, anodized aluminum, Textolite or Velvoleum work surfaces, foam rubber cushioning, Bedford cord or porous plastic upholstery. And it's built for a lifetime of satisfaction and dependable service.

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GF metal business furniture is a **GOOD** investment

(For more information, see last page)

GF®

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Foremost in Metal Business Furniture

Short cuts with Recordak Microfilming

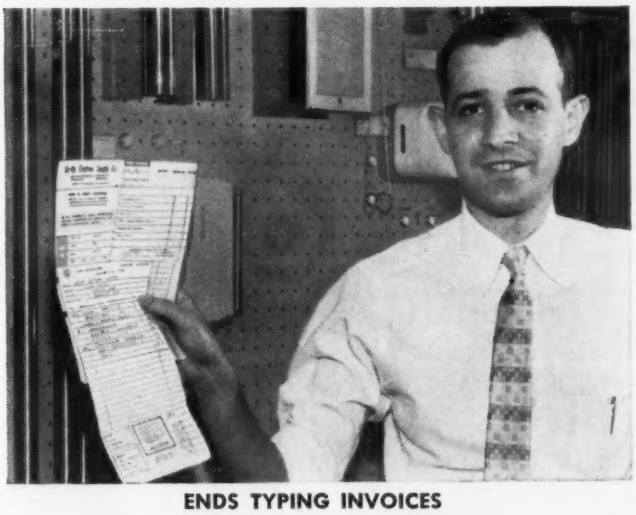
Latest reports on how this low-cost photographic process is simplifying routines for more than 100 different types of business . . . thousands of concerns.



DOES AWAY WITH CARBON COPIES

LOS ANGELES, CALIF.

General Petroleum Corporation—Socony-Mobil affiliate in Far West—cuts billing costs 50% by microfilming the million-plus credit tickets its customers sign monthly. Compact film copies replace bulky carbons as office record of each purchase, allow centralized accounting. Branches send tickets to home office, where duplicate rolls of film are exposed simultaneously in a Recordak Microfilmer. Tickets are returned to customers. Branch gets one roll of film, home office keeps other. Despite a three times increase in ticket volume in recent years, same staff easily handles job. No longer are 4 days a month spent cleaning out drawers. And any filmed ticket can be found in minutes, and viewed, or duplicated in a Recordak Film Reader.



ENDS TYPING INVOICES

CHICAGO, ILL.

Taking pictures of customer orders with a Recordak Microfilmer ends typing some 300 invoices daily, speeds order handling, saves more than $5,000 per year for Co-op Electric Supply Co.

Customer orders—on catalog order blanks, post cards, letterheads—are stapled to self-mailing printed forms soon as received. When order is packed, cost of merchandise and shipping charges are entered and totaled on form. Then a picture is snapped in Recordak Microfilmer for ½¢. This becomes office record. Customer's order goes back to him as the invoice. Co-op Electric, and many similar companies also call this the easiest, lowest cost invoicing system known.



KEEPS TRACK OF EVERY SHIPMENT

NEW YORK, N. Y.

City traffic was a minor headache compared to bookkeeping for the Moledzky Transportation Company. This firm, one of the oldest serving New York's garment center, picks up merchandise in hand-pusher carts and forwards it by motor truck to stores, piers and other terminals. Records are exchanged at every step and the bookkeeping department must keep track of it all.

This was a tedious, costly job when information was transcribed by hand to check sheets. But a snap now: the manufacturer's shipping ticket and corresponding delivery receipt are simply photographed in a Recordak Microfilmer. And there are no errors, no omissions. Total microfilming costs are less than $600 per year, the savings more than $5,000.

HOW YOU CAN PROFIT, TOO

Chances are Recordak Microfilming is now simplifying routines just like yours. Write today for free booklet giving over-all picture and details on Recordak Microfilmers, priced as low as $550. No obligation whatsoever!



"Recordak" is a trademark

RECORDAK

(Subsidiary of Eastman Kodak Company)

originator of modern microfilming—
now in its 30th year



MAIL COUPON TODAY

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415 Madison Avenue, New York 17, N. Y.

Please send free copy of "Short Cuts that Save Millions." C-11

Name_____ Position_____

Company_____

Street_____

City_____ State_____

(For more information, see last page)

The arithmetic of economics and an enlightened reforestation program

CYANAMID
PLANT No. 1
CHARLOTTE
1932

CYANAMID
PLANT No. 3
FORMICA DIVISION
FARMVILLE
TO OPEN
1958

CYANAMID
PLANT No. 2
PLYMOUTH
1956

tipped the scales for

NORTH CAROLINA

Kenneth C. Towe, president of American Cyanamid, spells out the 'arithmetic' that guided his realistic engineers in locating the new flakeboard plant of Cyanamid's Formica Division — Cyanamid's third expansion in North Carolina:



"Governmental Climate" cited by K. C. Towe (left), President of American Cyanamid, is demonstrated in discussions with North Carolina's businessman Governor Luther H. Hodges (holding piece of flakeboard). "Governor Hodges talks our language," say industrial leaders.

Availability of intelligent, quickly trainable personnel . . . accessibility to raw materials, markets, and transportation . . . community enthusiasm and governmental climate.

Active and planned conservation of natural resources has become a keynote to industrial opportunity in North Carolina. A well trained staff of development engineers await the challenge of selecting for you the right location to suit your individual requirements. Write or wire for a copy of "Industrial Location Factors" to William P. Saunders, Director Department of Conservation and Development, Raleigh 4,

NORTH CAROLINA
Year'Round Mid-South

(For more information, see last page)

MANAGEMENT METHODS

NOVEMBER 1957 · VOLUME 13 No. 2

CONTENTS

Why executives give their time away 16
Executives are freely giving thousands of valuable hours to charity and other public service, this month's MM survey shows.

How to win cooperation from your union 28
In this profile of a new kind of labor leader, you'll find a sketch of the man who may be sitting across your bargaining table before long.

How to save by spending more on pensions 33
If your pension plan involves worker contributions, you may be getting false economy. Some firms find non-contributory plans a better buy.

How to recruit the manpower you need 35
Recruiting is a selling job. Here's how to get all the people you need by avoiding the poor recruiting methods of other firms.

How to spot human resistance with motivations research 37
MR is a new and imperfect sensing device, but it can help you uncover hidden resistance among customers, employees and others.

How to develop a sales incentive program 40
When salesmen are already well paid, prizes may be a stronger sales incentive than more money. Here's how to make the plan work.

10 guides to more profitable decisions 46
At AMA's Academy of Advanced Management, executives sharpening their management skill are given these tangible do's and don'ts.

Does your company have boss trouble? 55
If you're top man in a growing company, you may be the cause of your own management problems. See if these symptoms apply to your firm.

How to use an engineering firm 59
Regardless of the efficiency and skill of your own engineering staff, there are times when it is best to use outside specialists.

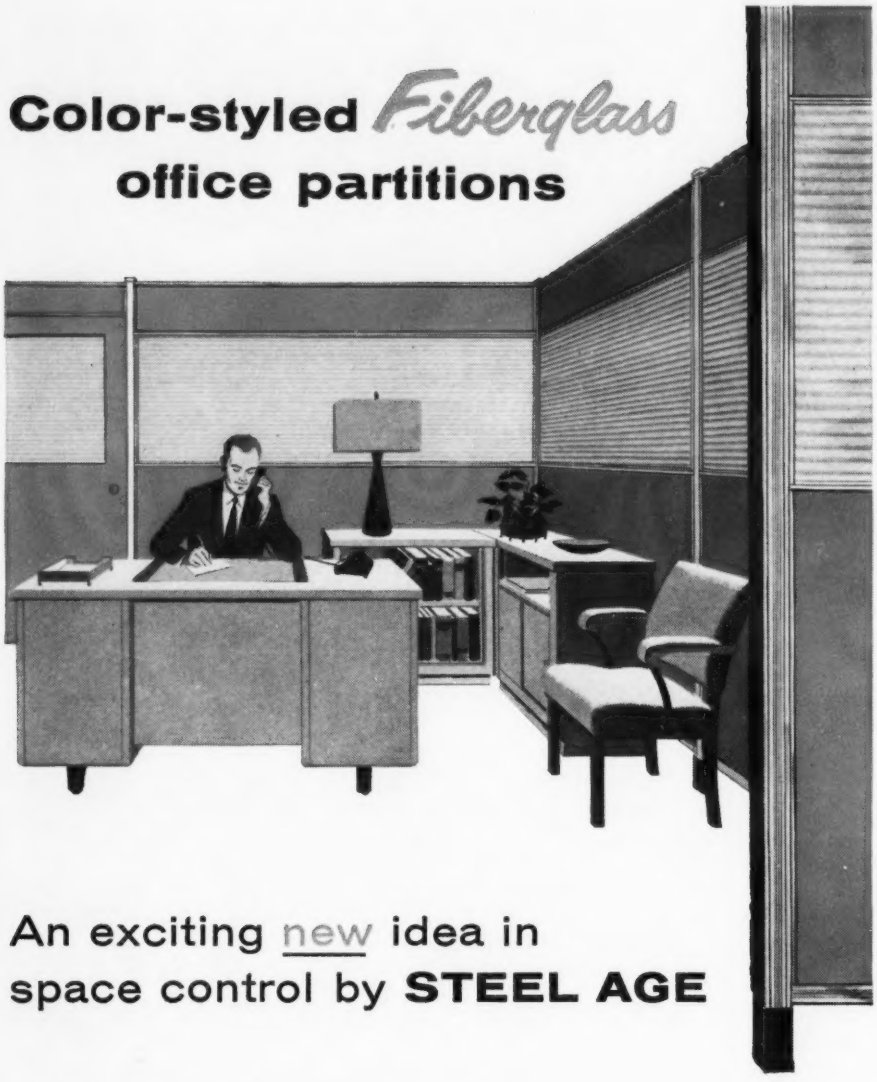
How to welcome a visitor 80
Do the people who visit your office feel like intruders or welcome guests? The physical atmosphere of your lobby makes the difference.

How to help foreign-born workers break the language barrier 91
The Chicago Board of Education helped this steel company conduct classes for displaced persons on its staff.

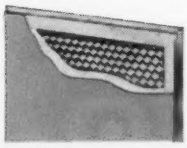
DEPARTMENTS AND SHORT FEATURES

Inside Management Methods 6
Too good to miss 10
What they said 20
Tax Quiz 25
Books for management 57
Thought starters: Administrative solutions 64
Consensus: electronic briefs worth repeating 83
Reader Service Section 109

Color-styled *Fiberglass* office partitions



An exciting new idea in space control by STEEL AGE



STEEL AGE *Fiberglass* Office Partitions are completely *new, beautiful* and *practical!* They combine the *permanent* beauty of strong, lightweight fiberglass-and-honeycomb panels with a completely new concept in design and ease of erection.

Take your choice of seven striking decorator colors. They all blend perfectly with the anodized aluminum posts and fittings. And they'll *never* need painting! Then arrange them as your special space problems dictate—the possibilities are endless.

If your office or plant area (existing or on the drawing board) is in need of efficient, attractive space division, *see* this one completely new development in movable, prefabricated partitions. The whole exciting story of Steel Age Fiberglass Office Partitions is told in this new 16-page brochure. *Write for your copy today . . . and visit a Steel Age Dealer soon!*



Steel Age

"The Quality Choice of Modern Offices"

STEEL AGE Dealers in Principal Cities throughout the Country

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Mfg. Corp.
Dept. F-3, Corry, Pa.

Please send me a free copy of your new Steel Age Partition brochure.

Name_____

Company_____

Street_____

City_____ State_____

(For more information, see last page)

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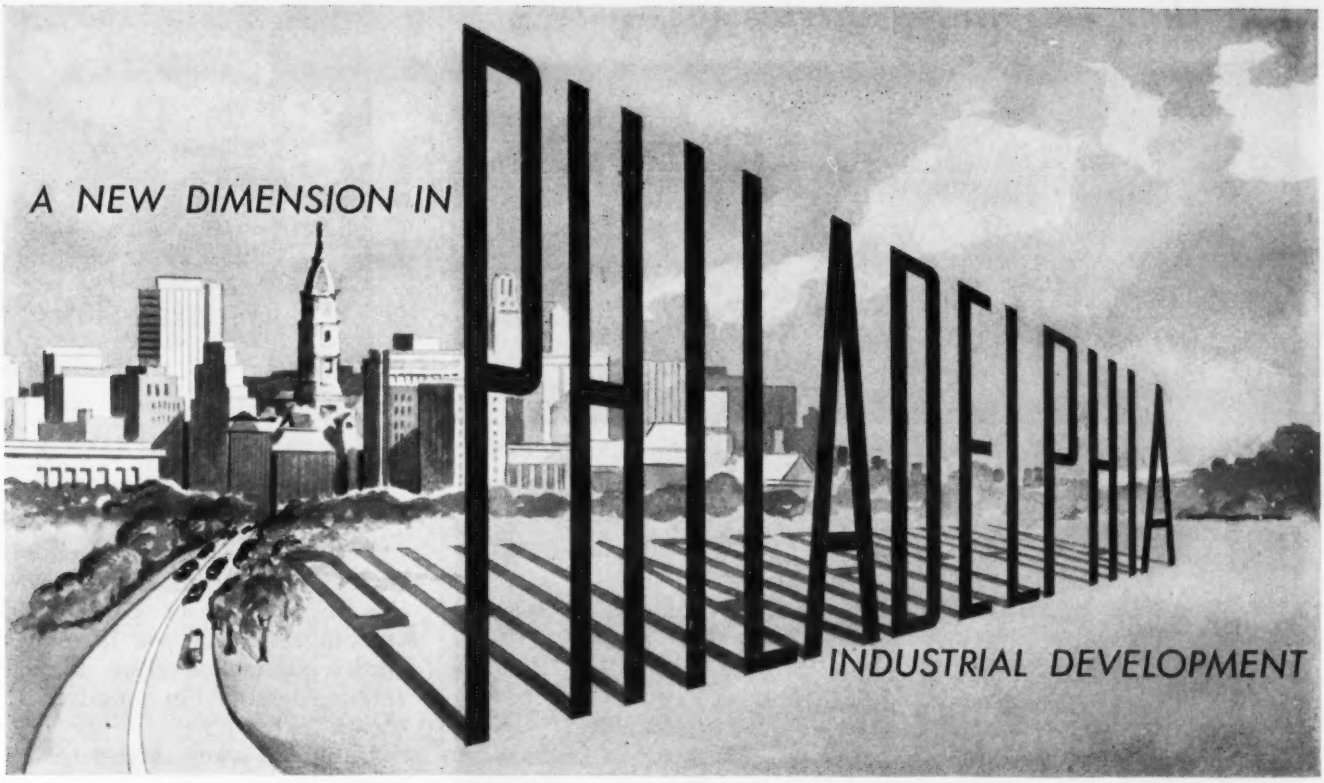
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CHANGE OF ADDRESS: The publisher should be notified immediately of all changes of address. Please attach the old address label when making change of address notification.

Policy re manuscripts: *The object of MANAGEMENT METHODS is to offer practical solutions to administrative problems. For that reason we never highlight a problem without offering at least a partial solution or a recommended course of action. Whenever possible, we like to offer the reader something he can do right now to correct a procedure or solve a problem in his business.*

Much of our editorial material comes from business and management specialists, as well as from active businessmen, at all levels of management. We endeavor to return all manuscripts. However, we assume no responsibility for material not specially requested by us.



PROJECTING TODAY'S PLANT EXPANSION PLANS INTO TOMORROW'S OPERATING COSTS AND PROFITS

Ben Franklin once cautioned a business acquaintance: "Beware of little expenses; a small leak will sink a great ship." No philosophy is more apropos in guiding today's expanding industrialist. The greatest pitfalls in industrial development lie in hidden costs . . . "little expenses" that can undermine tomorrow's profit structure.

In weighing factors involved in an industrial move, a plant site-selection team must avail itself of expert advice and study all relevant data.

Philadelphia's Department of Commerce, Industrial Development Division, now has available a qualified staff to supplement the site-selection team of any industry desiring to investigate opportunities in this City, fourth largest in the United States, and hub of a 100-mile radius market boasting a population of 22,500,000.

The staff applies what it terms the "AAC Formula" to each survey. ANALYSIS of each factor for its relative importance . . . ADDITION of all factors, favorable and unfavorable, for a composite picture . . . COMPARISON with the industry's other site surveys to bring to light possible hidden costs and superficial advantages.

Hidden costs are prevalent in four areas: (1) lack of adequate police and fire protection, the latter resulting in high insurance premiums; (2) lack of adequate water supply and sewage disposal systems, substantially increasing maintenance costs; (3) non-proximity to consumer and raw materials markets and inadequate transportation facilities, creating costly shipping and receiving problems, and (4) lack of qualified personnel, causing additional recruiting and training expenses.

The most deceptive superficial advantages are low land acquisition costs and substantial tax concessions. Both "advantages" disappear when population increases necessitate new schools and other municipal services . . . both may penalize and alienate established industry in the area . . . both rarely offset high maintenance costs.

Utilize Philadelphia's site-selection staff . . . the service is cost-free . . . all inquiries are processed confidentially. Take a close look at industrial land being readied at both city-owned airports . . . sites offering strategic advantages in a stable community where industry can project plans with reasonable accuracy.

"HUB CITY OF TRI-STATE DELAWARE VALLEY"

Philadelphia DEPARTMENT OF COMMERCE

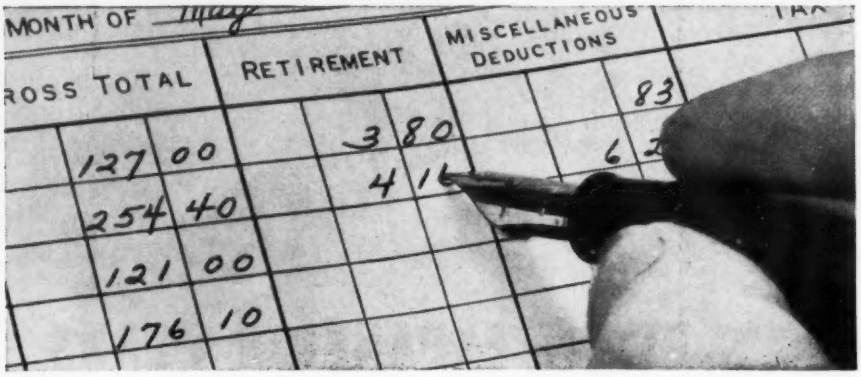
INDUSTRIAL DEVELOPMENT DIVISION • *City Hall, Philadelphia 7, Pa.* • FREDRIC R. MANN, Director of Commerce

(For more information, see last page)

Whether you make entries this way ⬇



or this way ⬇



HAMMERMILL LEDGER'S TWO SPECIALIZED FINISHES *help keep your bookkeeping straight!*

WHETHER you do your accounting in pen and ink or by machine, there is a specially designed Hammermill Ledger finish made for you. For bookkeeping machines, Hammermill Ledger's "Posting finish" won't slip on the platen—keeps the paper straight, entries aligned. And Hammermill Ledger's "Ledger finish" helps your bookkeepers make clean, neat figures in pen and ink, gives you records that are easy to read and to use.

Hammermill Ledger now contains Neutracel®—the exclusive pulp made by Hammermill from hardwoods. Blended with other fine pulps, Neutracel gives Hammermill Ledger a smoother, more velvety surface that helps make ruling, typing and printing crisper and clearer.

Hammermill Ledger's soft, glare-free colors reduce eye strain and fatigue, so bookkeepers can work faster and more accurately. And, you'll also be pleased with the long life and rugged strength of Hammermill Ledger. It's made to stand up under years of handling. Write now, on your business letterhead, for a free sample book. Hammermill Paper Company, 1499 East Lake Rd., Erie 6, Pa.

...yet HAMMERMILL LEDGER costs no more

—and actually less than many other watermarked ledger papers.

(For more information, see last page)



Inquiry service refined

Beginning in this issue, you will notice a change in MM's Reader Service arrangement which makes it even easier for you to request further information on products and services described in our advertisements.

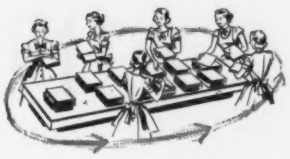
Until now, a key number has appeared beneath each advertisement. These numbers correspond to numbers on the Reader Service Cards bound into the back of each issue. By circling the appropriate key numbers on a card, it has been possible for you to request added facts without going to the trouble of filling out separate coupons or writing separate letters to advertisers.

Like so many other MANAGEMENT METHODS readers, you have undoubtedly made good use of this inquiry service. It's because you and others have found the service of value that we are now further refining it. Starting this month, advertising key numbers have been compiled in a separate Reader Service Section, on the last pages of the issue. This puts the key numbers right where you can use them—next to our Reader Service Card. Thus, when you are ready to send in your inquiry card, all you need to do is look through the alphabetized index of advertisers, find the appropriate key numbers, and circle the corresponding numbers on the card.

Editorial key numbers will continue to appear with the editorial items.

No postage is necessary to use the card. You simply fill it out, detach it and drop it in the mail—we do the rest. m/m

End costly hand collating with the Macey Collator–



The Macey now makes unnecessary slow, costly hand collating, with disrupted office routines, overtime, and the expense of extra temporary workers. It gathers up to 3,000 sets an hour, of varying size, weight, finish. It is designed for use by *office* people, without special training; can be easily set up without tools.

Two-thirds of the users save 80% or more and 96% save 50% or more . . . shows worthwhile savings with even occasional use . . . speeds delivery of forms, schedules, manuals, price lists, bulletins, records, catalogs, etc. Ask the nearest Pitney-Bowes office to survey your collating requirements, without obligation—and learn how the Macey Collator can help you. Or send coupon for free illustrated booklet and case studies.



- *Fully automatic. Suction feed gives positive control of every sheet. Sets are automatically checked for too many or too few pieces; signal light shows which.*
- *Handles sheets as small as 3 by 5 inches; and as large as 12 by 17 inches, depending on model. Onionskin to one-eighth inch board.*
- *Easy to load. Has large capacity, about 3,000 sheets of letterhead weight.*
- *Comes in 4, 8, 12 or 16 station models.*
- *Has optional extras—stacker, oscillating delivery unit, and wire-fed stapler.*
- *Pitney-Bowes service from 302 cities, coast to coast.*

Sold and Serviced by

Pitney-Bowes, Inc.

Originator of the postage meter . . . leading maker of mailing machines . . . with 107 offices in U. S. and Canada.

PITNEY-BOWES, INC.
4506 Crosby St.,
Stamford, Conn.

Send free booklet and case studies on the Macey Collator:

Name _____

Address _____

(For more information, see last page)

ANNOUNCING

A CONTINUING RESEARCH STUDY IN

The Human Side of Moving

In our many contacts with company executives responsible for transferring personnel, we have found them increasingly concerned with the psychological complications involved in tearing a family loose from one community and establishing it in another.

Modern techniques of packing and handling have taken most of the work and worry out of moving. The mental hurdles still remain. Personal and family problems. School problems. Finding a new home. Getting established in a new environment.

These can be real headaches not only for the employee but for the employer. Failure to solve them results at best in impaired morale—at worst in the loss of a valued employee.

Individual companies have tried various ways of easing tensions and anxieties, but up to now there has been no channel for exchanging experiences and no concerted attack on this group of problems.

As a company committed to provide its customers with complete, and highest quality long distance moving service, we feel it is appropriate for GREYVAN to institute such a program.

We propose to get it going, by underwriting the costs of the initial research and the publication of the results to interested company executives. But we don't want it to be "our" program—we want it to be "your" program. To that end we suggest that each company which finds the transfer of personnel a serious problem, should designate the executive most directly concerned with such transfer as its representative to receive the reports, to counsel with us on the direction the study should take, and to refer to us specific problems which come up in his own work.

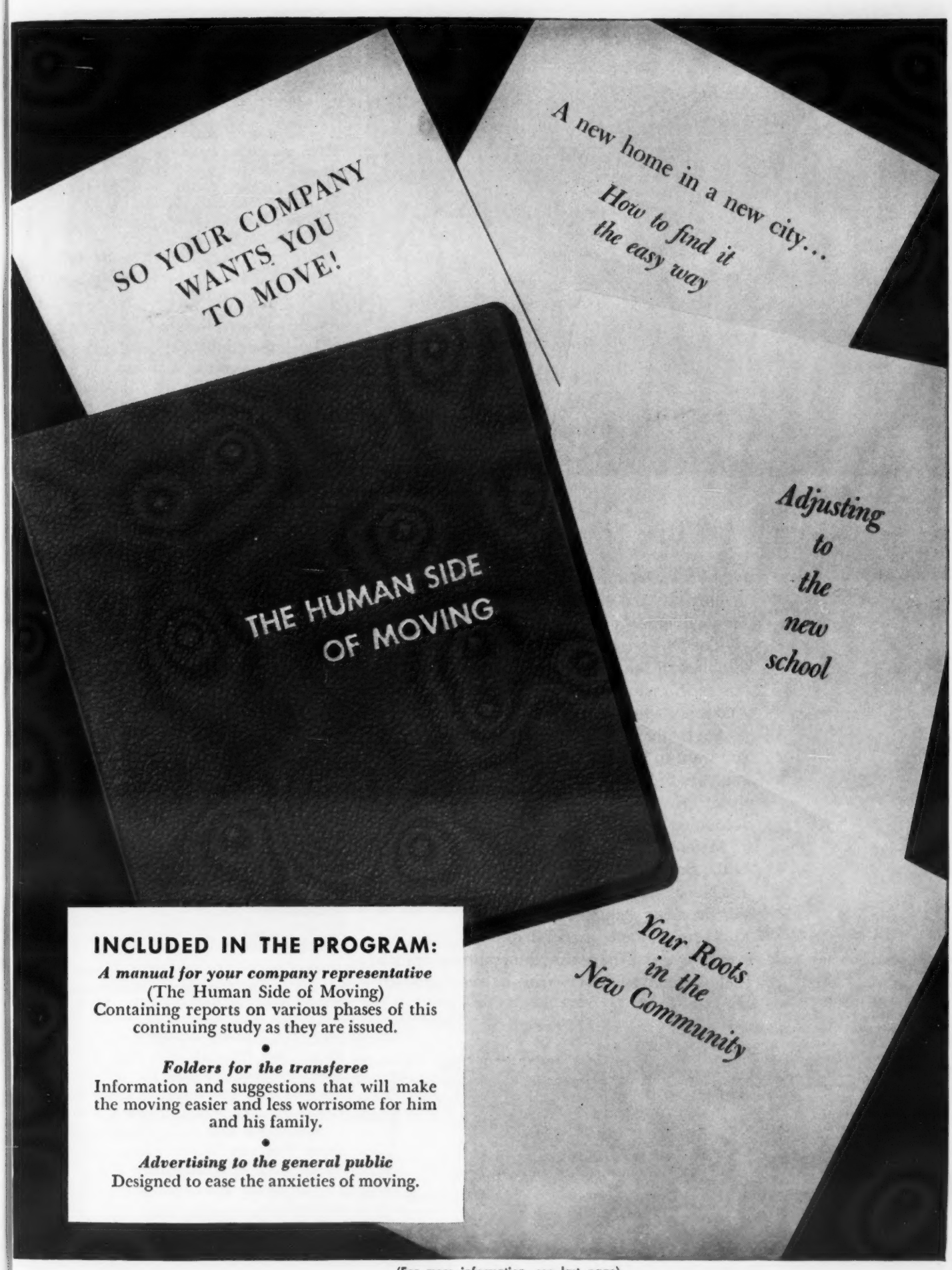
Eventually we hope this will result in a national organization of such executives which will take over and carry on the work we are now initiating.

Any company executive interested in this program is cordially invited to write for further information to:

Henry P. Bruner, President
Greyvan Lines, Inc.
57 West Grand Avenue, Chicago 10, Ill.



THE GREYHOUND MOVERS



INCLUDED IN THE PROGRAM:

A manual for your company representative
(The Human Side of Moving)
Containing reports on various phases of this continuing study as they are issued.

•

Folders for the transferee
Information and suggestions that will make the moving easier and less worrisome for him and his family.

•

Advertising to the general public
Designed to ease the anxieties of moving.

(For more information, see last page)



The DM, little larger than a telephone, does away with slow and tedious lick-and-stick mailing, adhesive stamps, and the stamp box...makes mailing fast and easy, saves time and work for the small office staff.

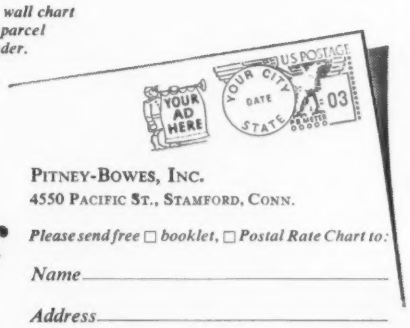
The DM prints postage for *any* kind of mail, just like all the larger meter models. Provides postage for parcel post on special gummed tape. And it has a moistener for sealing envelopes.

Set by the postoffice for as much postage as you want to buy, the DM may reduce the cash you have tied up in postage. Postage is protected from loss, damage, misuse — automatically accounted for.

Metered mail and packages need less handling in the postoffice, can often make earlier trains and planes. The meter prints your own ad alongside the meter stamp, if you wish.

There's a meter model, hand or electric, for every office. Ask the nearest Pitney-Bowes branch to show you the DM. Or write for free illustrated booklet.

FREE: *Handy desk or wall chart of Postal Rates, with parcel post map and zone finder.*



PITNEY-BOWES
Postage Meter
Offices in 107 cities in U.S. and Canada

PITNEY-BOWES, INC.
4550 PACIFIC ST., STAMFORD, CONN.

Please send free ☐ *booklet,* ☐ *Postal Rate Chart to:*

*Name*_____

*Address*_____

(For more information, see last page)

too good to miss

A few weeks ago, the American Management Association dedicated its new Academy at Saranac Lake, N. Y. Following are some of the remarks delivered by the association's chairman, Donald A. Mitchell, at the opening luncheon, followed by excerpts from the comments made by President Lawrence A. Appley at the dedication ceremony:

Specific planning essential

Take that little matter of plans and goals. Years ago, there was a little thing called "going for a ride on Sunday afternoon," and the entire family got in the car, and you took a ride around the countryside, and most of the time you went about 30 miles an hour. You don't do that any more, and most people I know scrupulously avoid the highways on Sunday except in case of dire necessity.

Not too many years ago, industry was like the Sunday afternoon



Mitchell (r.) and Appley unveil bronze plaque at the Academy of Advanced Management at Saranac Lake, N. Y.

ride. You could meander here and there, and try this side road and that, and not get too far off the beaten track. But industry today is full of six-lane superhighways, and interchanges, and over-passes, and signs that say "speed timed with radar" and "next exit eight miles." If you don't plan and set goals, you're lost.

From the standpoint of the individual manager, that means



PS* Think Session

"Here's why we include Standard Register at Dow Chemical," SAYS W. F. STUMPFIG, MANAGER, OFFICE SERVICES, THE DOW CHEMICAL CO., MIDLAND, MICHIGAN.

"IN 1956 we started a company-wide team approach to paperwork problems . . . and one of our first decisions was to include Standard Register in many of our think sessions. Standard has helped us since 1946 when we first began wire transmission of orders, so we knew the type of forward-looking practical guidance we would receive. Their technical know-how is a valuable contribution to our constant development of integrated data processing."

Yes, Standard Register's sales representatives can be a great help to firms working on Paperwork Simplification projects. Our unusual experience working with over 90% of major United States companies, added to that of your company staff, produces a combination that keeps your paperwork efficient and up-to-date.

We invite you to make Standard Register a member of your PS team. Supplement your activities with the skill and experience of the nation's recognized authorities on the many aspects of paperwork procedures.

VALUABLE DATA FREE



Read the complete details of the newest and most interesting paperwork systems currently being installed by United States business. Ask to receive your own copies of Standard's authoritative publications on Paperwork Simplification science. Write today.

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PACIFIC DIVISION, OAKLAND 6, CALIFORNIA
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Standard Register
BUSINESS FORMS
PS Paperwork Simplification

*

(For more information, see last page)

you have to be an effective planner, and that means making specific plans on what you want to have happen. That may seem to be pretty obvious. But you and I know plenty of people who get so preoccupied with the act of planning that they think they are planning, when all they are doing is filling out those 21-column spread-sheets that make the accounting boys so happy. And at the other extreme is the man who avoids planning because he thinks someone will use the plan as a means of checking up on him a year from now, or because he is fearful that the plan might put a straight-jacket on him.

It seems to me that the key to the problem is this: Planning is only as good as its execution. You can plan until doomsday, but unless you take positive action of one sort or another, unless you do something, you are only running on a treadmill. You don't make a profit by sitting on your hands.

But doing something, and doing it effectively takes skill. I think it was the philosopher Thomas Fuller who said: "It's skill, not strength, that governs a ship." No truer statement was ever said. And the mighty important point to bear in mind is: Skill is acquired, skill comes from practice. The skillful manager isn't born that way; he is trained to be that way.

Several of us were sitting around out on the porch the other day, and the conversation came around to the matter of management skill, and we finally came up with four basic skills. Let's see what you think of them. First, make up your mind what you want to get done. Second, break this up into jobs. Third, select the right people to do those jobs, and fourth, get them to do their jobs.

To be a positive manager you need skill in how to make decisions; how to get people to accept them, and how to get them to do something about them—in other words, leadership.

No matter how brilliantly conceived and planned, no management concept can succeed unless your organization has the will to make it succeed. And they get that point of view from just one place; they get it from you, from your leadership, and no other place.

Don G. Mitchell, chairman of the board and president, Sylvania Electric Products Co., at dedication of the new AMA Academy.

Human life the greatest asset

An enlightened management philosophy is that which recognizes human life as the greatest asset of any organization and gives to it great dignity and value. Improved management practices result from learning of the experiences of others and from constantly striving to do things better than they have been done.

Society wants and needs certain goods and services. The rendering of them requires competency on the part of the institutions involved and the economic health of these institutions. Economic health is a result of rendering to society services of greater value than consumed.

Enlightened philosophy and continually improved management practices increase the capability of institutions to maintain the economic health required for continuous rendering of the services desired.

Lawrence A. Appley, president, American Management Association, at the dedication ceremony of the new AMA Academy.



(For more information, see last page)



LOUIS DE ROCHEMONT: "Paper, like background music for a motion picture, helps strengthen an impression, convey an idea. This fact alone requires that it be chosen carefully."—*Mr. de Rochemont, producer of "Cinerama Holiday," pioneers a new film technique in "Cinemiracle Adventure."*

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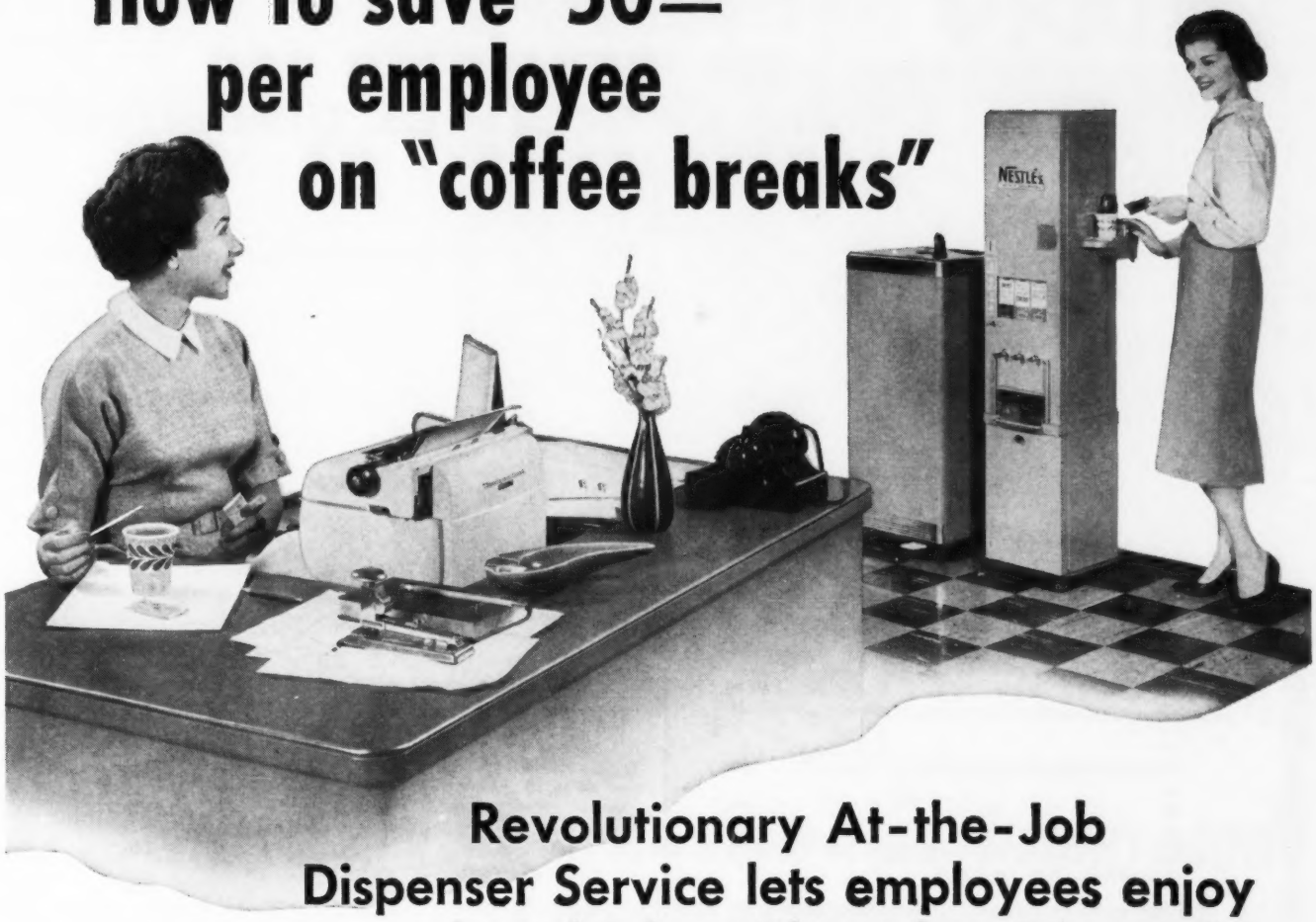
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(For more information, see last page)

How to save $50.00 per employee on "coffee breaks"



Revolutionary At-the-Job Dispenser Service lets employees enjoy hot drinks without leaving work!

If you've been plagued by employees scooting away from their jobs two and three times a day for a coffee break, here's your answer. Install new low-cost "Take-a-Break"® vending machines in your office or plant. Thousands of machines are already saving valuable employee time in offices and plants across the country.

Perfect for firms with 10 to 100 employees. An attractive, easy-to-operate "Take-a-Break" Dispenser placed near a water cooler provides immediate hot drink service. Your local "Take-a-Break" vendor services you regularly. Machines automatically dispense three famous Nestlé instant products in individual servings . . . Nescafé® Instant Coffee (in 3-in-1 pack with Nescreme® and sugar in separate compartments), Ever-Ready® Instant Cocoa and Nestlés® High Protein Bouillon. Cup and stirring stick are included.

Dollars saved — Employees happier! Studies show these revolutionary "Take-a-Break" machines save $50 (based on $2 per hour) and more a year per employee on time formerly lost in coffee breaks. Employees are happy because their refreshments are handier, and the drinks are finest Nestlé quality products. Why not act now? Begin today to *save money on coffee breaks!*

Get the facts now on how to save $50.00 per employee

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Send for sample of "Take-a-Break" Hot Drinks and details on complete At-the-Job Dispenser Service

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I am anxious to know how I can save $50 per employee. Please send me a free sample and full details on the new "Take-a-Break" Hot Drink Dispenser Service.

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ADDRESS_____

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(For more information, see last page)

Why executives give their

Executives are freely giving thousands of valuable hours to charity, civic and other public service projects. Why? It's seldom an attempt to benefit their companies directly.

Although his time is usually at a premium, it's a rare top executive who doesn't expend a portion of his time for charity drives, civic guidance, school activities and other community projects.

Nine out of 10 top executives in MANAGEMENT METHODS' latest sur-

WHAT THEY SAID

1. Do you take an active part in public service affairs?
   - yes — 93%
   - no — 7%
2. What are your main reasons for devoting yourself to this activity?
   - I believe it's an obligation of good citizenship — 93%
   - company's position in community obligates me to participate — 37%
   - contacts prove helpful in business — 14%
   - helps me sharpen my management abilities — 5%
   - I find it difficult personally to refuse — 9%
3. What is your company's policy toward public service activities on the part of your executives?
   - encourage — 76%
   - require — 1%
   - permit — 23%
4. What is your company's policy toward public service activities by non-executives?
   - encourage — 66%
   - permit — 34%
5. How many hours per month do you devote to public service affairs?
   - under 10 — 60%
   - 11 to 20 — 12%
   - 21 to 30 — 20%
6. How many of these hours occur during business time?
   - under 5 — 52%
   - 6 to 15 — 36%
   - 16 to 25 — 7%
   - over 25 — 5%
7. Do you use company facilities (secretary's time, company telephone, etc.) in the course of such activities?
   - yes — 83%
   - no — 17%
8. If "yes," do you permit the same privileges to company employees?
   - yes — 56%
   - no — 7%
   - executives only — 37%
9. Are company communication channels used to promote the interests of public service organizations?
   - yes — 63%
   - no — 37%
10. During fund-raising drives, what is your company's policy toward solicitation of contributions among your employees?
    - permitted — 55%
    - encouraged — 30%
    - forbidden — 15%

time away

vey claim to be active in community programs.

The survey shows that a majority of these executives spend something under 10 hours a month on community service work. About half of this is business time, the other half personal time. Most of the respondents said they use their business office, telephone, secretary, duplicating equipment or other company facilities in handling their service duties.

The surveyed executives indicated they think their firms (as well as the executives themselves) get some return from this investment, in terms of broadened business contacts and community good will. But the survey reflects that the return is seldom commensurate with the investment.

Why executives participate

Why then do executives take such an active part in community affairs? The primary answers seem to be that they feel the programs they work on are worthwhile; they feel their talents are needed, and they enjoy the work. Some do it as a means of broadening their executive skill; others do it only because they can't say no.

Well over 90% agreed that community participation is "an obligation of good citizenship," while 37% said they felt obliged to participate because of their firms' position in their communities.

Charity drives, such as the Community Chest, Cancer Crusade and Red Cross, are the most popular in terms of executive time devoted to them. These are followed closely by youth organizations like the Boy Scouts and Y's, then by school activities, hospital and welfare work, church activities, membership in Chambers of Commerce and the like, in descending order of numbers participating.

Although on a cumulative basis

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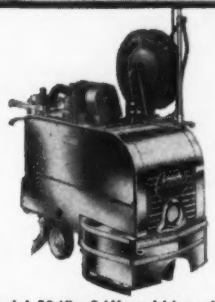
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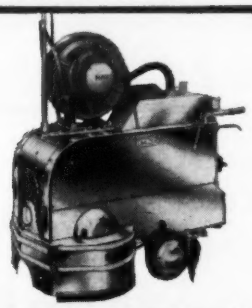
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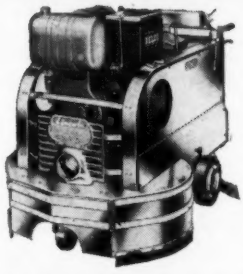
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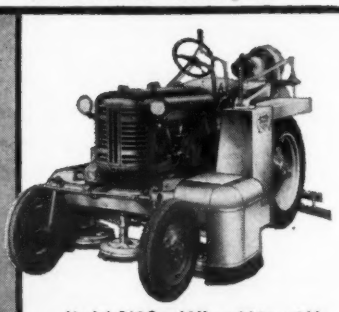
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2,000	8 hours	3 hours	518—9.2 minutes
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50,000	200 hours	77½ hours	524—2.9 hours
120,000	480 hours	182 hours	530—4.4 hours
300,000	1200 hours	467 hours	537—9.0 hours
1,000,000	4000 hours	1550 hours	560—10.8 hours

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thousands of expensive executive hours are being devoted to public service each month, the average top executive does not seem to feel that his contribution seriously interferes with his business activities. In fact, 83% of the respondents to MM's survey said that their public services do not interfere with business. However, in view of the wide range of time spent on community work by the various executives, it is clear that most men take on only the level of extra work that they can handle without serious inconvenience to their companies or themselves.

In addition to personal community participation, most top executives are strongly in favor of their employees taking part in public service, MM's survey shows. A few companies make this a matter of official company policy. For example, 1% of the MM survey respondents said their firms actually require community participation on the part of executive personnel. Further, two-thirds to three-fourths of the top executives responding said they themselves or their companies actively encourage both executive and non-executive employees to participate.

Use company facilities

Eighty-five per cent of the top executives said they use their company facilities in handling their community duties; 56% said they extend the same or similar privileges to company employees as a whole; and 37% said that such privileges are extended to executive personnel only.

Typical of the attitude toward employee participation in community affairs is this statement by an eastern public utility officer:

"We like to see all our personnel participate in worthwhile community activities; however, only our management group is permitted to perform such functions on company time, and this is limited.

"One exception to this rule is the Community Chest (United Fund). We support the United Fund quite well and are proud of our employee level of giving to this campaign. Each year at least six of our employees are diverting part of their time for this fund-raising program; 90% of their ef-

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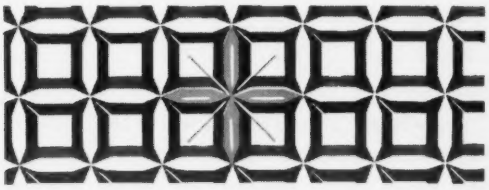
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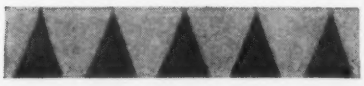
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(For more information, see last page)

forts during this campaign are spent on solicitations to other businesses or industries.

"I firmly believe that the success of a federated campaign (or of any community project) is dependent on the cooperation and attitudes of the management level in all business and industry. Each year certain well qualified persons should be appointed by every employer to devote some of their work to specific community health and welfare activities."

That most management executives support this point of view seems indicated by the responses to the survey question on use of company house organs and other communication channels to support the interests of public service organization. Here 63% of the respondents replied affirmatively.

A number of firms, the survey indicates, actively encourage support of such drives through fund solicitation right within plants and offices and by the use of payroll deduction plans as authorized by the individual employee.

One unusually active executive in the Southwest perhaps summed up the attitude of most American businessmen towards the entire question, when he said:

"I think that a person does lose valuable business time on all of these projects, but . . . I believe that a person should dedicate himself to build a better city in which to live . . . we should not take everything from the community without giving something back."

WHAT THEY SAID — **A review of current surveys**

Salesmen's incomes up 4.3%

Field salesmen in manufacturing companies earned 4.3% more last year, on the average, than they earned the year before, the American Management Association reports in its second annual survey of sales compensation. More than four-fifths of the salesmen included in the survey earn between $5,000 and $15,000 a year.

The study analyzes the compensation paid to nearly 26,000 salesmen and more than 6,000 other sales personnel in 210 American

at Wilson Sporting Goods Co. . . .



Hauserman DIVIDER-WALL

provides practical privacy at a reasonable cost

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1. Time-wasting interruptions and annoying distractions are at a minimum because Wilson's office employees work within semi-private units created by Divider-Wall topped with clear glass.

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Pennsylvania, this year, has taken major steps to create a "tax climate" favorable to new industry and expansion of established industries.

The 1957 Session of the General Assembly (the Commonwealth's legislature) which adjourned in June made the following basic tax changes:

1. Exempted manufacturers from the capital stock and franchise taxes;
2. Completed, state-wide, the elimination of machinery and equipment from local, ad valorem property taxation (there is no state-level general property tax in Pennsylvania);
3. Repealed the tax on stock transfers;
4. Made the temporary 3 per cent rate of the Pennsylvania Sales Tax permanent—now the principal source of Commonwealth revenues;
5. Reduced the sales tax on purchases made by manufacturing firms.

These changes, plus the absence of a state personal income tax, and the growing dependence of localities on non-property taxes, mean major "advantages", taxwise, to companies locating or expanding in Pennsylvania.



Get the whole story of Pennsylvania's new tax advantages. Send for booklet entitled "The Improved Pennsylvania Tax Climate"

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Main Capitol Building
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Telephone CEdar 4-2912.

(For more information, see last page)

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(For more information, see last page)

and Canadian companies between the spring of 1956 and the spring of 1957. Positions included are those of sales trainee, three grades of salesman, sales supervisor, district sales manager, regional sales manager and personnel in market research and sales promotion.

Seventy-two percent of the firms surveyed pay their salesmen bonuses and commissions. These incentive payments range from 10% to 100% of total compensation, depending on the type of plan and the industry. Salesmen who receive bonuses and commissions are paid lower salaries than are salesmen on salary alone, but they come out better in terms of total compensation, the study shows.

A combination of salary and bonus is the most popular method of paying salesmen among the companies included in the survey. It is used by 46.4% of the companies.

Who likes Christmas parties?

Christmas office parties may produce more than just a rash of morning-after headaches. The National Office Management Association found at one time that a surprising 40% of some 5,500 office workers were opposed to the traditional office get-togethers. The remaining 60% liked the Christmas parties.

The survey revealed also that the favoring of office parties is related to the age of the worker. For example, after 40, men lose their enthusiasm for parties, while it takes women nine more years to seek more subdued celebrating techniques. Women, in general, are more in favor of Christmas office parties. The study shows they outdo the men, 63% vs. 59%.

Chief reason noted by those who like the practice of office parties was "social contact with other workers and getting better acquainted with them." This was followed by a substantial group (24%) who welcomed the opportunity the parties give to establish social contact with supervisors.

On the other hand, those who do not favor such affairs cited such reasons as "break down barriers and allow too much familiarity," and "create unpleasant situations in the office and at home." m/m

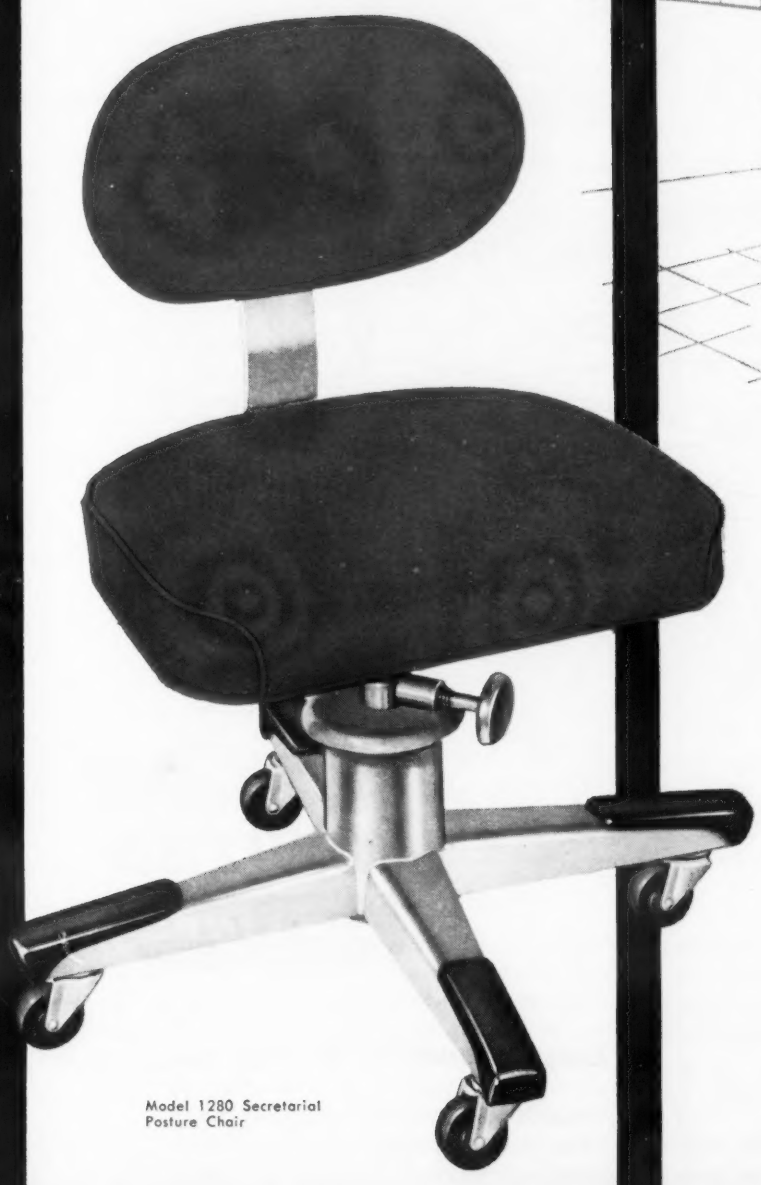
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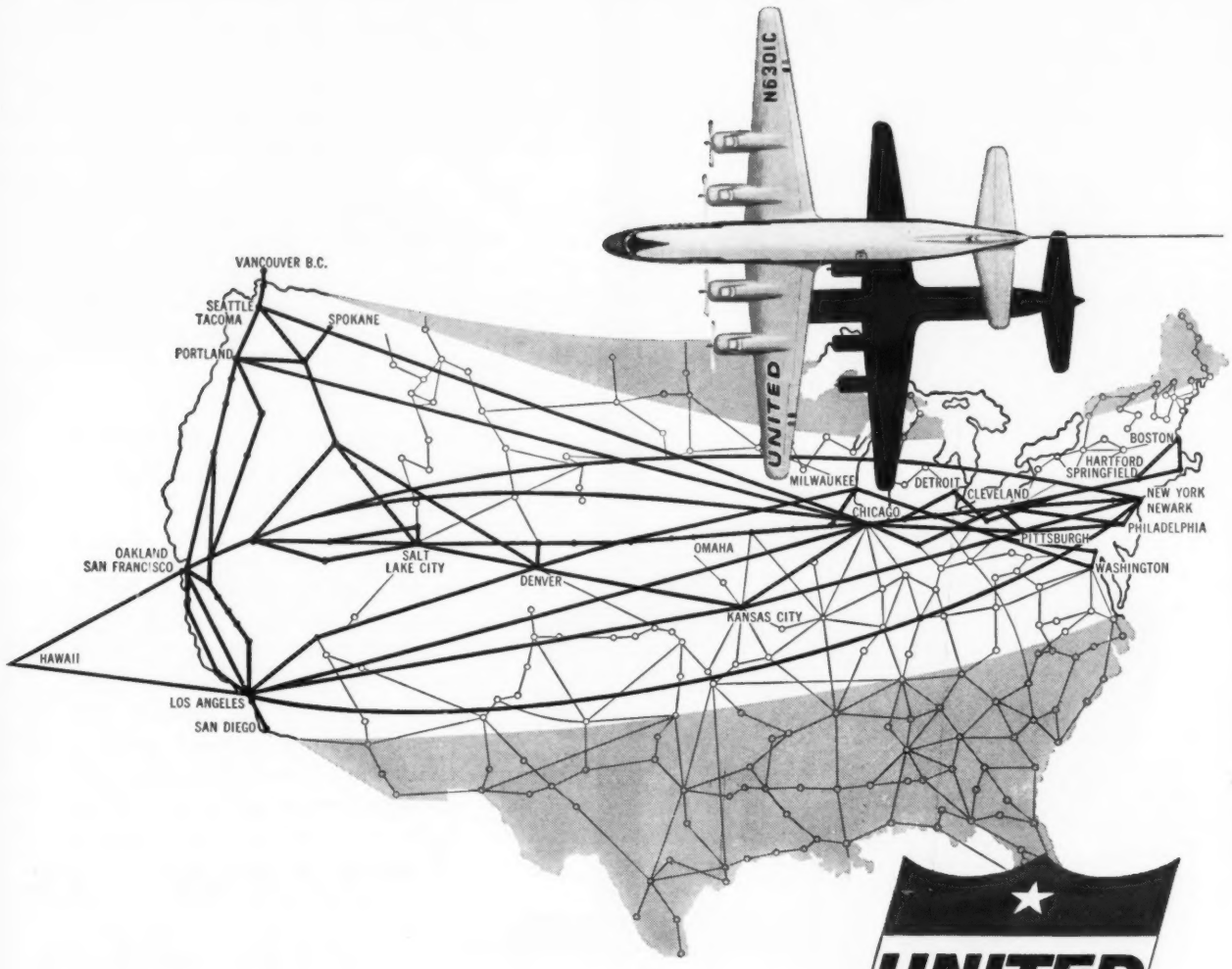
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*These are the rates for many commodities. They are often lower for larger shipments. Rates shown are for information only, are subject to change, and do not include the 3% federal tax on domestic shipments.

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(For more information, see last page)

tax quiz RECENT COURT CASES

By Benjamin Newman

Tax Attorney, Koenig and Bachner, New York.

THE QUESTION

Is a contract titled, "Lease Agreement and Purchase Option," a conditional sales agreement resulting in capital gain or a lease resulting in ordinary income?

THE FACTS—The taxpayer desired to sell business property which he owned. On Jan. 14, 1946 he entered into a "Lease Agreement and Purchase Option," with the X Co., and on Feb. 1, 1946, the parties executed a supplemental contract, known as a "Memorandum Agreement." The agreements were prepared by counsel for X Co. The taxpayer, who was not represented by counsel, was unfamiliar with matters of tax and sales law and relied upon X Co.'s counsel. It was the taxpayer's intention simply to sell his property.

Annual payments pursuant to the agreements were made and upon the final payment on Nov. 5, 1955, X Co. received the deed to the property from an escrow agent.

The Commissioner of Internal Revenue contended that the parties had entered into a leasing agreement and that the annual payments received by the taxpayer were ordinary rental income and should be so taxed. The taxpayer argued that the contract was an agreement of conditional sale, and that each installment represented part payment of the purchase price and should be taxed as capital gain.

THE RULING—The Court held that it was the intention of the parties to enter into a conditional sales contract and that the agreements should be so treated for tax purposes. Therefore, the portion of each annual installment that represents profit should be taxed as capital gain on the sale of an asset, and not as ordinary rental income. (*Elliot, et al. v. Robinson, U. S. District Court, Dist. Mont. Great Falls Div., decided July, 1957.*)

THE QUESTION

Will the courts, upon the request of a taxpayer, restrain the Director of Internal Revenue from attaching the taxpayer's bank account where the Director is attempting to collect a deficiency assessed for failure to pay installments of estimated tax?

THE FACTS—The Director of Internal Revenue fully complied with the pertinent statutory provision in assessing and notifying the taxpayer of a deficiency after the taxpayer failed to pay his installments of estimated tax for the year 1953. There being no challenge by the taxpayer to the assessment of the deficiency, proceedings to collect it were initiated and the taxpayer's bank account was attached.

The taxpayer asked the Court to restrain the attachment, contending that a financial hardship would result, that the tax was arbitrarily assessed and that the pertinent statutory provisions are unconstitutional.

THE RULING—The assessment or collection of any tax cannot be restrained except where there are special and extraordinary circumstances. Without deciding whether there was financial hardship, arbitrary assessment or unconstitutionality of the taxing statute, the Court held that even if any one or all of these factors were present, it would not constitute special and

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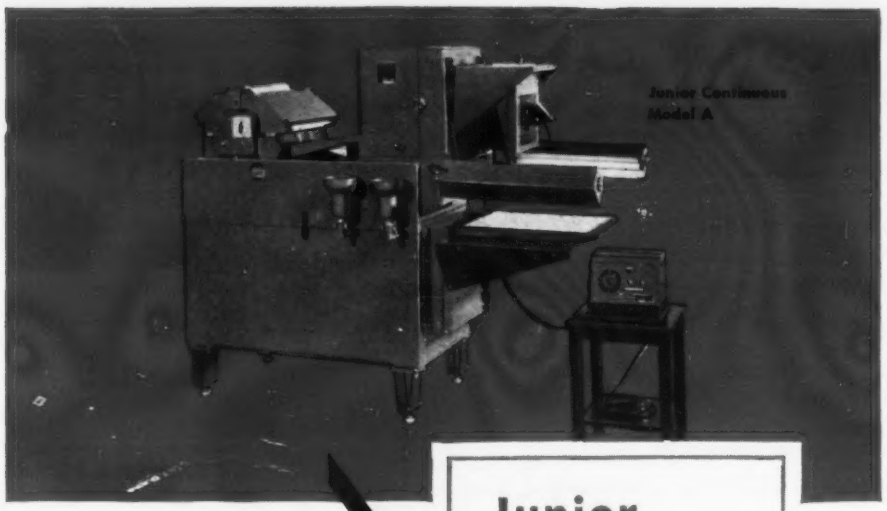
These growth companies in Orlando include the Martin Company; Combustion Engineering, Inc.; the Gas Processing Division of the National Gas Cylinder Co.; and Radiation, Inc. Satellite industries and services have followed. Other companies such as Florida Fashion and Tupperware Home Parties, Inc., have been successfully established here for several years.

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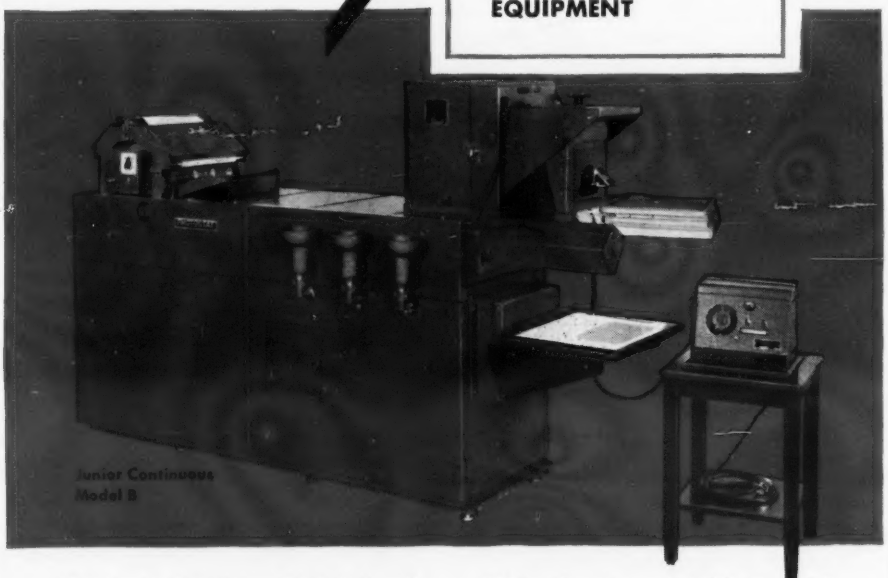
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extraordinary circumstances. The collection of the deficiency would not be stopped. (*Hubbard v. Gray, U. S. District Court, West. Dist. Ky. Louisville, decided July, 1957.*)

THE QUESTION

Where partnership transactions are carried on in the name of the managing partner, are capital gains resulting therefrom attributable to the partnership?

THE FACTS—A partnership was organized in January, 1945. One of the partners had been assigned a contract giving him the right to log and sell all timber removed by him from certain timberlands. In February of 1945 he, in turn, entered into an agreement with the partnership to log and market the timber. Although the partner contracted to sell the timber to various companies in his own name, the proceeds of these sales were credited to the account of the partnership. No monies were paid to this contracting partner for these services other than his partnership share.

The taxpayers, who were partners in the company, reported the partnership income for the years 1950 and 1951 as long-term capital gain in accordance with the Internal Revenue Code which provides that income from the cutting of timber by one "who owns or has a contract right to cut such timber" shall be taxed as capital gain. The Commissioner argued that the income constituted ordinary gain, contending that the company had no proprietary or contract right in the timber.

THE RULING— The Court held that the income was taxable as long-term capital gain. Although the contracting partner conducted the transactions in his own name, he was at all times acting as managing partner of the company. The Court also looked at the consistent tenor of the dealings over a 10-year period to reach the conclusion that the company had such rights in the timber as would entitle it to the capital gains benefits. (*Pinkerton et al. v. Commissioner, U. S. Tax Court, Volume 28, No. 101, decided July 29, 1957.*)



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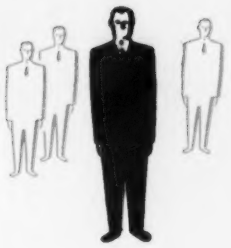
Photos by Lustig

THE PROBLEM *How to free your company from the misunderstanding, suspicion and strife that plague union-management relations.*

THE ANSWER *A display of industrial statesmanship on both sides, and a recognition that both union and management can have essentially the same goals.*

THE SPOKESMAN **Edward Swayduck,** *President of Local 1, Amalgamated Lithographers of America (AFL-CIO), New York.*

How to win cooperation from your union



Covered in this interview article—

- **How unions can halt unreasonable "grass roots" demands—and how management can help**
- **Why there would be a depression now without unions**
- **How old-timers stymie both management and labor**
- **Where tomorrow's union leaders will come from**
- **How you can attack the biggest problem in labor relations**
- **How the auto industry flubbed in handling Reuther's price-cut proposal**
- **Why the McClellan investigation may be wasted**
- **Why labor will never have overbearing power**

In today's labor picture, a new kind of leader is quietly moving into view. One such modern union administrator speaks out frankly in this tape recorded interview. You may not agree with all he says, but you'll see the pattern of labor's emerging viewpoint. And you'll find here methods you can use to get your union on your side.

Despite the Dave Becks, the Jimmy Hoffas and the Johnny Dios, the labor movement in America is due for an uplift. Reason: just as industry's new kind of professional manager is increasing in number, a new kind of professional leader is appearing on the labor scene. In many respects, industry's and labor's modern leaders are uniquely similar: they both use the same sound methods in administering their "businesses"; they are both concerned with advancing their industries through proper utilization of manpower and machines. Together they are setting a new pattern of labor-management relations.

This is not to say that the new kind of labor leader is a pushover for management. He is tough-minded, aggressive, and sincere in his convictions on what is a fair shake for labor. The method he prefers to use for attaining his goals is sound negotiation, but he knows his strength and isn't afraid to use it. He expects you to



meet him squarely on logical terms. When the facts show that you are wrong, he expects you to change your position. And when you are right, he wants your help in convincing his members that you are right.

To give you a sketch of this new kind of union leader, MANAGEMENT METHODS editors last month interviewed a union official who is in many respects representative of the new breed: Edward Swayduck, president of New York's Local 1 of the Amalgamated Lithographers of America (AFL-CIO). The ALA is composed of 35,000 workers in 87 locals throughout the U.S., Canada and Hawaii. Local 1 consists of 7,500 members in 320 lithography (offset printing) shops doing $250 million in annual business.

In addition to heading the ALA's largest local, Edward Swayduck is a counsellor of the international, and chairman of the union's Technological Development Committee. At the ALA's recent convention in Chicago, Chairman Swayduck offered a committee recommendation that the union contribute $1 million from its treasury, to be matched by firms in the industry, for use in research and development of new lithographic equipment and methods. The New York *Times* termed this proposal an "unusual approach to a technological process that most of labor fears will bring high unemployment." Yet the proposal was unanimously approved.

Following are the highlights of MM's interview with Union President Swayduck. You'll find an encouraging outlook in these answers, plus lots of food for thought.

Q. Mr. Swayduck, the job of managing a union is in many ways similar to the job of managing a business firm. But there are differences too. Generally speaking, what do you consider the underlying goal of a union president?



A. Any realistic and honest labor leader will tell you his goal is to improve the wages, benefits and working conditions of the people he represents. Now that is a universal objective. But there are different ways to go after it. One way is just to fight for as much as you can get. A better approach is to think in terms of helping your industry grow. For example, our union takes the position that what's good for the industry is good for our members. If I can help make the lithographic industry more profitable by virtue of increased volume, then I have something to talk about when I sit down to negotiate a contract. But if business is stagnating, what strength have I got when I go into a negotiating session?

Q. Well, suppose the industry people tell you they can make things more profitable by adopting new equipment that replaces your workers. Can you justify that kind of progress with your people?

A. When it helps get the product to the customer at a lower price, I can justify it, don't worry. In fact, in that case we are right in there working hand-in-hand with the employers to bring about these new developments.

Q. Then you're not bothered that some workers temporarily lose their jobs as a result of technological advancement?

A. The membership in our local has almost doubled in the last 10 years partly because we have helped keep the industry dynamic by encouraging use of new advancements. We're not worried about our people losing their jobs. Any worker who is displaced as a result of technological advancement is rehabilitated for another job.

Q. How do you mean he is rehabilitated?

A. I'll give you an example of something happening right now. New processes have been developed for producing color lithography in a fraction of the time previously required. Where a fine four-color reproduction might have taken three weeks before, it can now be handled in four hours. The new process means that a hell of a lot of artists' time has been cut out. Well, the result is that a lot of work that was previously prohibited is now coming into the shops, because of the lower cost. And customers who formerly ordered only black-and-white jobs are now turning to color, you see. This means increased volume, so we need more platemakers, more engravers, more pressmen. We take the displaced artists and train them, retrain them, rehabilitate them. They move over into the job classifications where they are needed.

Q. You make an engraver out of an artist?

A. Right.

Q. Isn't there often resistance to that kind of rehabilitation?

A. Yes, sometimes there is.

Q. What do you do when an artist says he doesn't want to be retrained as an engraver?



A. Well, I tell him that it is the good of the industry that we are interested in, and if he doesn't like it he can go out and get himself another job.

Q. Well, suppose a group of these men stand up in a union meeting and start to cause some trouble. Suppose one of them points a finger at you and says, "Never mind all this fancy talk about the good of the industry. We pay dues to this union just like everyone else, we think we are too old to learn a new job at this point, and, anyway, you are beginning to talk like management man!"

A. Don't think workers haven't said just exactly that to me! I answer them by saying, "As far as I'm concerned, mister, I don't count any more than you count as an individual—it's the industry that counts and that's the end of that."

Q. Do your people buy that kind of reasoning?

A. Yes, they buy it. If they didn't I wouldn't still be president of this local and a counsellor in the international union. This is a democratic union. They can throw me out anytime they want to.

Q. Why is it that so few labor leaders hold this positive attitude toward technological advancement and automation that you have expressed?

A. There are different reasons. In



"I try to help make the industry more profitable. Otherwise, what strength would I have?"



Q. Mr. Swayduck, some management people are very outspoken in their attitude that the country would be better off without unions. Do you feel there is any wisdom in this statement?

A. I'll answer that in two ways. First I'll say that any company that has enlightened management is impossible to organize—that's right, it's impossible to organize. Then I'll say that any management that says that unions are unnecessary is stupid—very stupid. I don't think any employer who says that really believes it. He might say it, just like a lot of people will pan their congressman or the President, but still vote for him. Management people gripe about unions, but they know damn well that if unions were removed there would be chaos, cut-throat competition. Do you remember what happened in 1929? First the employers would make a 10% cut in wages, then 15%, then 20%. Finally the bottom fell out. That can't happen with unions. Without unions today, you'd have a real panic—management in its own panic would be cutting 10% all over the lot.

Q. Are you saying there would be a depression today if it weren't for unions?

A. No question about it. Yes, history proves it. As soon as one company in an industry found an excuse for cutting back on wages, for example, all the others would soon follow. The whole economy would spiral downward. But with unions you have contracts. You can't very easily cut 10% out of wages. When things start looking a little grim, management must still hold the line. And experience shows that before long things usually start going up again.

Q. Or else the company goes out of business.

A. Or else the company goes out of business, yes, that's correct.

Q. In which case you could also have a depression, isn't that so?

A. No, I don't agree. Bankruptcies in the United States are nothing new. Do bankruptcies cause panic? We have had three bankruptcies of firms we represent in the last six months. No problems.

Q. Three bankruptcies in six months and you are not concerned about it?

A. No.

Q. What caused them?

A. Bad management. Their employees and their business were absorbed immediately. The companies didn't deserve to stay in business, because they were poorly managed. It's as simple as that.

some cases it's because they don't understand or accept the fact that you've got to have advancement in methods to keep the volume of your industry going up, and thus to create more and better jobs. In other cases, it is simply because they resist change—and this is a very common problem of human nature. In still other cases, it's because labor leaders are not always in a position to rehabilitate workers who are displaced by technological advancement. You see, our union has an advantage in that we are what we call an industrialized craft union. We represent all of the skills in the lithography shop: pressmen, engravers, finishers, and so on. In a strict craft union, only one skill might be covered. So if a new method is devised that eliminates a job, that union has no other place to put the displaced worker. They can't retrain him for another job because they don't represent the other jobs. This is a problem that has got to be resolved. It can be resolved by unions and management working together jointly.

Q. You admit that resistance to change is very common among labor leaders. Isn't this one of the things that interferes most with sound labor-management relations?

A. Resistance to change isn't an occupational disease of union people—it exists everywhere, particularly among the old-timers. Sure, it exists among labor leaders, but it's no less common in management or among the rank and file. Management and labor are both being stymied by their old-timers.

Q. You say it's the old-timers in management who resist change?



A. Absolutely. When it comes to union-management relations, for example, they view things in retrospect and shut out of their minds the realities of today. They also resist change to better ways of doing things in their own companies. In many of the shops we represent, management doesn't want to throw out their old methods and adopt the new meth-

(Continued on page 96)



How to save by spending more on pensions

If your pension plan calls for employees to share the cost, you may be experiencing false economy. Recent developments are away from this type of retirement funding. Reason: firms are finding non-contributory plans a better buy. Here are the reasons why one company decided to assume all pension plan costs.

The paradox of pension plans is that by assuming all expenses, a company can often cut its costs—in addition to giving itself and its employees a better deal.

In large segments of American industry, the question about pensions is changing from "Should we have one?" to "How much of the cost shall we cover?" And in increasing numbers, companies are coming to the conclusion that the facts justify payment of all costs—with no contribution by employees whatsoever.

Five years ago, according to one authoritative study, 35% of conventional pension plans were non-contributory. Now, however, the figure is up to 45%.

Of course, in pattern plans (the standard type of pension plan generally negotiated with a union), the employer is always required to make the total contribution to the fund. But when a company undertakes a conventional plan for its employees, the usual tendency has been to set it up so that both employer and employees contribute to the fund. The obvious and apparently logical advantage is that this spreads the cost and takes some of the burden off the employer.

Yet why is it that some firms that have set up contributory pension plans later shift to a non-contributory basis?

Part of the answer is that a non-contributory plan eliminates the cost of record-keeping and paperwork involved in deducting employee contributions from payrolls. But there are other important advantages. A non-contributory plan increases the take home pay of workers and serves as an additional employment selling point. Perhaps most important of all, the Internal Revenue Code makes company contributions to pension funds wholly tax deductible.

One company that recently shifted from a contributory to a non-contributory fund is the East River Savings Bank in New York. Before the bank's board of trustees made its decision, a detailed study of the possible advantages was undertaken by management. William L. Barton, East River's assistant vice president and personnel director, then prepared a report and recommendation based on this study. His report may help you in determining whether a non-contributory pension fund might be more profitable for your company. The remainder of this article consists of edited excerpts from this report:

Advantages of a non-contributory plan

1. Under the type of non-contributory plan not providing death benefits, the total cost for each dollar of annuity being purchased is less than under the present East River plan which requires employee contributions. A contributory plan *must* provide death benefits at least with respect to em-

ployee purchases. Since greater purchase payments are required to provide for these death benefits, the total cost of a non-contributory plan is lower where death benefits are not an essential element.

2. A non-contributory plan is less costly to administer. Hence, the real saving resulting from the change to a non-contributory basis would accrue to the bank. Further savings would be affected in the internal operations of the personnel, payroll and auditing departments. When the plan becomes non-contributory, it would no longer be necessary for the bank and the insurance company to maintain records of employee contributions. Payroll deductions would be avoided and there would be no further calculations of employee refunds upon terminations or deaths.

3. All eligible employees would automatically be included in the non-contributory plan and share in its benefits. Younger and newer employees dislike the forced or mandatory enrollment aspects of a contributory plan.

4. The bank would have greater administrative independence and control over managing the plan when it becomes the sole contributor, and any essential revisions that may become necessary would be facilitated. Better control would be established over changes made necessary by legislative amendments.

5. The employee pays his share of contributions from his income *after* deduction of taxes. Under the proposed plan, the employee would get the full value of bank contributions free of current income taxes. The bank can deduct its payments from taxable income and the employees would not be taxed on the amounts contributed in their behalf until the benefits are made available to them. On the other hand, the bank's contributions to the plan would be deductible just as salary and other personnel expenses are deductible for tax purposes.

6. Employees generally, under today's inflationary conditions, are more appreciative of fringe benefits for which they are not required to share the cost.

7. Based on recent studies on the subject, it seems clear that many savings banks, commercial banks and other companies recently have converted contributory plans to a non-contributory basis. The bank could thus tend to bring its benefit program more in line with established community practices.

8. Retirement benefits paid for entirely by the employer are among the more important fringes offered by industry to stabilize the work force under today's employment conditions. Retirement plans are now so much a part of the personnel administration picture that many employers have been obliged to revise plans or introduce new ones in order to meet a competitive labor market. The non-contributory plan would provide benefits comparable to those offered by industrial firms and the banking industry in order to attract and retain employees.

9. The immediate problem these days seems to be to reduce deductions from salary, as far as feasible, in order to maintain a better relationship between salaries, plus employee benefits, as related to the increased cost of living, high personal income taxes and other items which currently affect take-home pay.

It is recognized, however, that there are several important reasons in favor of a plan in which the employee shares the cost. Among these are the fact that the contributory plan offers an ideal ve-

(Continued on page 92)

FEWER EMPLOYEE CONTRIBUTIONS

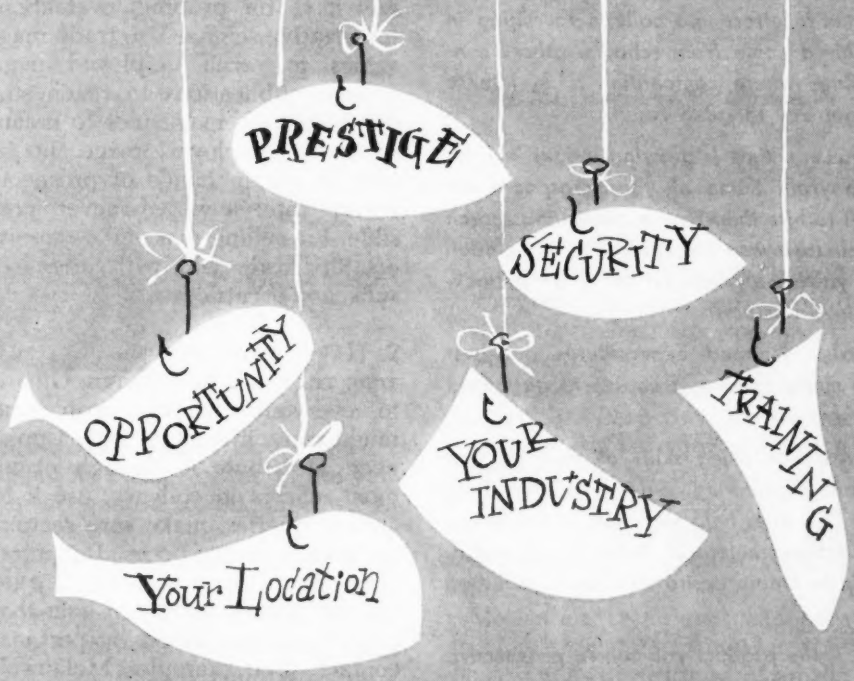
Recent years have shown a decrease in the number of conventional pension plans calling for employee contributions. Here are comparative figures from studies covering 1950-52 and 1953-55. Source: Bankers Trust Co.

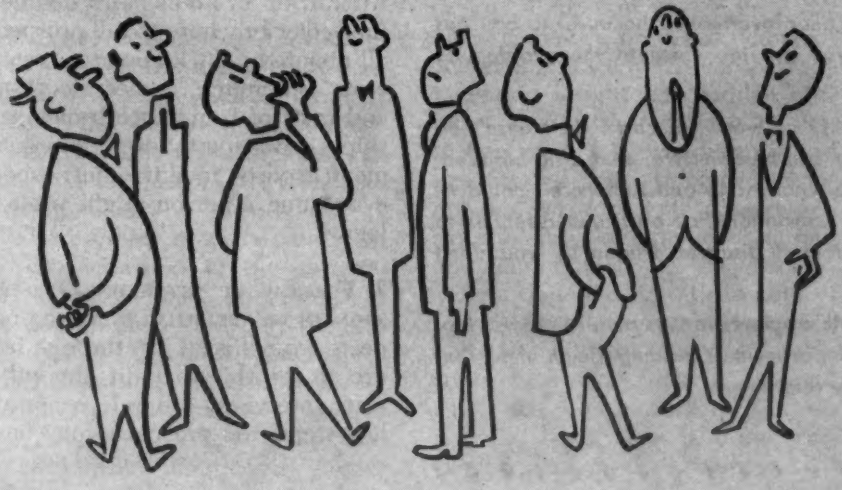
Employee contributions	1950-52 plans	1953-55 plans
No employee contributions	35%	45%
Additional employee contributions permitted but not required	3%	1%
Employee contributions on all earnings	37%	34%
Employee contributions only on earnings over—		
$3,000 per year	6%	5%
$3,600 per year	16%	7%
$4,000 per year	1%	0
$4,200 per year	1%	7%
$4,800 per year	1%	1%
	100%	100%

How to recruit the manpower you need

By Dyne Englen
Konon-Englen-Noons
Chicago

Recruiting today is a selling job . . . and it must occupy the policy-making attention of top management. This check-list shows you how you can find competent employees by improving on the poor recruiting job done by most firms.





There's no great mystery to the job of recruiting people for your company. You can do it as well as other companies—and a lot better than most.

Recruiting is a selling job in which management must remain intimately involved and over which it must maintain constant control.

Your firm can assure itself of getting the best men available to fill the positions you have open by following a few basic rules. Indications are that so many companies are doing such a very poor recruiting job that any firm approaching the problem properly stands a reasonably good chance of finding all the men it needs.

With a shortage of 457,000 engineers and scientists and of 404,000 salesmen, the task today demands more of management than many companies have shown any inclination to bring to it—more thought, more time, more planning, more money.

Not that money alone solves this, or any similar problem. Too often, in fact, money—the sheer unthinking weight of money—has been substituted for intelligent, foresighted analysis in this field. Whatever advantages can be gained by merely spending money can be destroyed by someone else who is willing to spend more.

There is no great mystery about it: selling men on joining your company is no more difficult, no more exotic an activity, than selling your products. It requires no higher degree of talents, skills and knowledge than is available for marketing products.

What it does require mainly is a generous dollop of common sense, a bit of hard work, organization

CHECK LIST OF YOUR FUTURE MANPOWER NEEDS

Because the shortage of technical help is likely to become even more intense, the competitive struggle for good men will soon be greater than it is today. Here is how you can prepare for the future.

1. **Study the men you now have.** *This will provide clues as to what kind of personality characteristics to look for in men you seek. Your most productive employees probably reflect the character of your firm; it will save you time and money if you concentrate your search upon seeking men like them and it may cut turnover. In the jargon of the researcher, find the "personality profile" of typically happy and satisfied employee.*

2. **Study your sources.** *Many firms spend too much time and money where prospects are slim; some put almost entire effort into college recruiting in spite of the fact that only 39% of men hired come from schools; others concentrate efforts on conventions and meetings where competition is so intense that it is growing increasingly difficult to get any tangible results.*

3. **Formulate a continuing program.** *Lead time is growing longer in finding men and putting them on the payroll. Some of your prospects will not be ready to change jobs when you want to hire them, but a continuing search will enable you to be more choosy. If you lose men unexpectedly, or sudden need arises beyond normal requirements, you'll be prepared for it by a backlog of prospects with whom you've maintained contacts.*

4. **Set budget for long-range goals.** *Planned expenditures get best results, eliminate emergency efforts in many cases and enable management appraisal of your program.*

5. **Define duties, responsibilities.** *Are you using skills of men in your organization to best advantage? Can engineering, sales, research help uncover sources that haven't been tapped? Can sales help recruiters in preparing the best method of presentation? Can advertising help with selection of media, copy approaches? Can public relations help to create desirable climate, building favorable employer image?*

6. **Look for hidden assets.** *Your firm is the product you sell to prospective employees. In your history, reputation, location, personnel, industry there may be important selling points that have been overlooked because no one has bothered to look for them, or because you are too close to the problem to recognize them.*

7. **Bring in a consultant.** *He'll probably be worth his cost if he doesn't do anything but stir things up. An outsider can be objective, even cold-blooded, see your faults and good points. His special knowledge and talents, his contacts, his skills, are extra values you get from the association. Pay particular attention to him when he disagrees with you: if he doesn't disagree frequently you don't need him.*

8. **Have applications referred to all departments, or divisions.** *Bigger firms frequently find that one department is turning down men that other departments need—or may need in the future.*

and planning. As in most phases of business activity, it is in the planning that the majority of manhunters fall down.

What can be done to improve the efficiency of your search for men? Some of these suggestions obviously do not apply to all situations; many do. Here is a check list for re-evaluating your present program, or as a guide for those who wish to initiate and organize a program.

1. TELL YOUR STORY IN ADVANCE. Interviewers have limited face-to-face time with prospects. The less time they have to spend answering questions about who you are and what you do, the more time they will have for probing, evaluation, for creative selling. Use trade magazines to reach employed men, college publications to reach students, general magazines to create favorable employer image, literature to put in hands of prospects before interviews whenever possible. Pre-selling makes the recruiters job easier and with more results, and it cuts costs.

2. HAVE AVAILABLE BEST LITERATURE THAT CAN BE CREATED. Give it to everyone in your firm who might come in contact with a prospect. Distribute it through placement officers in colleges, use it to answer queries, make sure recruiters give it to prospects after interview. There are hundreds of benefits the printed word can gain that can't be accomplished by personal contact. For example, McDowell Aircraft of St. Louis has a detailed, four-color brochure to tell prospects all about the St. Louis area: rental costs, shopping; names, locations and costs of country club memberships; transportation; entertainment; sports facilities—just about everything a person might want to know.

3. FOLLOW UP INTERVIEW AND RESPONSES TO ADVERTISING. More prospects are believed lost through failure to do this than in any other way. Interviews are only necessary first steps; the prospects may have

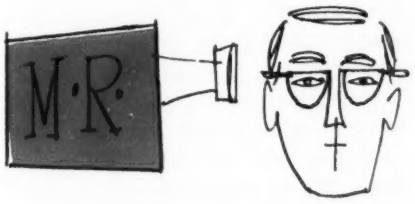
(Continued on page 50)

How to uncover hidden resistance with

MOTIVATION RESEARCH

If you're seeking out hidden resistance to your product, policies or practices, MR may prove a profitable sensing device. It can alert you to subtle barbs in the minds of customers and others, then point to appeals that will soften resistance into acceptance. MR is still young, controversial, imperfect. But here's how you can use it now.

By Mackarness H. Goode



Nescafé wasn't selling its instant coffee in the volume it wanted to, and decided to find out why.

A good many women had said frankly that they didn't like the taste, but this sounded like merely a polite evasion. So the firm commissioned Mason Haire to run a motivation study.

After clever probing, Haire came back with clear-cut evidence that, although women wouldn't admit it directly, they believed that the use of instant coffee was a sign of laziness and neglect of their housekeeping duties.

Alfred Politz made a study on the characteristics of the automobile that are most impressive to the public. He found that the single quality of most concern to many is a car's pickup speed.

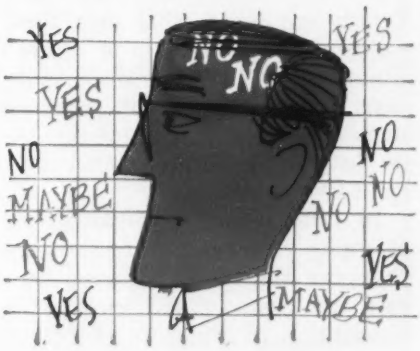
Following this discovery with a dogged series of tests, he found further that judgments about pickup were closely related in most drivers' minds to how easy it is to press the gas pedal down. The softer the accelerator spring, the better the car!

Although motivation research of this sort has been used for several years now as a basis for advertising campaigns and for public relations programs, there are ways you can apply this new technique to help you develop policy in other, broader fields.

Motivation techniques can help develop better information on what the reactions or attitudes of all the groups important to a firm are likely to be if a proposed course of action is followed. MR can be used to obtain insight into hidden attitudes in such varied fields as employee working conditions and benefits, product pricing, service policies, relations with dealers and stockholders, community relations and many others.

As a new and ambitious kind of service for management, however, MR has provoked considerable controversy over what it can and can't do. Vance Packard, in his popular book, *The Hidden Persuaders,* takes the position that companies using it are on the point of subverting the American public. At the other extreme, there are austere market research men who stoutly maintain that motivation research does not even exist!

The research seeks to find what peoples' attitudes on a given subject really are and why. This is not always simple—as any man knows who has tried to make complete sense of some of the things his wife wants to do—and the difficulties are compounded when outside interviewers enter the picture. For, as Kenneth M. Goode is fond of pointing out, people answering survey questions will habitually lie to put themselves in the best light. When they have finished painting





". . . the ideas in any person's train

themselves in glowing colors, they still have an interest in confusing the interviewer: they will go to considerable lengths to give him the answer they think he would most like to hear!

To get through this screen of misinformation and to get to inner feelings, highly trained psychologists have adapted psychiatric and sociological methods to commercial investigation.

MR methods

The commonest forms of investigation take advantage of one key fact—that the ideas in any person's train of thought invariably have some relationship to each other. The most direct way of using these linked thoughts to gain information is the depth interview. Here the respondent is encouraged to talk freely about the subject being investigated, saying anything at all that comes into his head. The effectiveness of the method lies in observing and weighing all the feelings and associations that the respondent reveals, including those seemingly mentioned almost by accident. If these same reactions are repeated in other interviews, the motivationists feel that they are getting to the truth of the situation.

When direct questions about the subject appear to be impracticable, other approaches may be used. People are asked what they think someone else would do in a given situation or they are given questions that have so little apparent purpose, that the respondents can go in almost any direction they want to in answering.

In the Nescafé research, for example, 50 women were shown a shopping list which included Nescafé and were asked to write a description of the sort of person who would have made up such a list. Another 50 women did the same with a list identical in every respect except that a drip grind coffee was substituted for Nescafé. The differences in the two sets of answers were remarkable—and provided the answer to Nescafé's question.

Another device, now fairly well standardized, is to show respondents simply drawn pictures and ask them to comment, or to give them cartoons of the comic strip type with conversation balloons to be filled in.

Thus, the Cigar Institute used a sketch of a man bounding up the steps of his house shouting to his wife that he had decided to take up smoking cigars. Above the wife's head a balloon was left empty for her reply. The answers that women wrote there were devastating in their candor.

Another kind of probing is to ask a respondent what he did in a given situation. A new employee, for example, could be asked to recount what was said and done in his family the day he decided to apply for a job with the company. The feelings and conversations that he reports can give some splendid insights into the company's real position in the community.

All of these techniques are geared to take advantage of the individual's interest in talking about himself and to direct the talk with its important impulsive statements into the narrow field of interest to the researchers. When the procedure is successful, the respondent, knowingly or unknowingly, reveals feelings about the question under study that he himself may never have consciously considered before.



Companies interested in improving the returns they were obtaining from their advertising expenditures were among the first to use this research in determining sales appeals. Weldon Farms Products, for instance, used to put major emphasis on low price and weight control in its advertising for its instant dry milk. References to the product's taste were scrupulously avoided since the company believed that the taste was regarded as less attractive than that of regular milk.

A study by Advertest led, however, to a reversal of this strategy. It was found that people like the taste so much that it should be stressed most of all in the advertising. While weight control was confirmed as a sound appeal, price was thrown clear out the window because the public took the price saving for granted. At the same time an entirely new argument, ease of preparation, has been introduced as a result of the study.

MR and PR

In public relations, motivation research has been used successfully on industry-wide problems. The Social Research Organization demonstrated that, contrary to the opinions of many of the leaders of one industry, the American public already has an appreciation of the need for large, efficient, companies in this country. As a result of the research, the industry was able to drop its defensive justification of large companies and concentrate its public relations efforts on dramatizing other aspects of the industry more positive and more interesting to the public.

How much MR costs

The cost of large nation-wide interview samples can run $50,000 and more, but smaller investigations in a limited area such as a single plant or city can often be

of thought invariably have some relationship to each other."

made for a few hundred dollars. Usually the chief factor in determining cost is the amount of interview time to be spent by trained specialists. Interviewing is expensive if a considerable number of persons must be covered to provide a valid sample. One way to reduce costs is to use a research organization that has already done work on similar questions for companies in your industry. In some instances, it may have a library of cases which can be drawn upon; in any event it will have experience that will save time in dealing with the questions and people in which you are interested.

How to pick MR help

Choice of a research organization will usually best be made if first emphasis is placed on the kind of work you want to have done. There are two widely differing approaches to motivation research; one school is the market research group, conservative and statistically inclined, which has added motivation research almost with reluctance to its other techniques. The second is primarily devoted to motivation projects and ferrets out the motivations with considerably less regard for traditional scientific procedures. If your company has a clearly defined method of studying problems, you may be most comfortable with an organization that follows a similar approach. However, if you are seeking truly fresh thinking on a question, it may be well to employ an organization whose methods are at the opposite pole from your own. Strangers to a situation sometimes see possibilities that everyone in the business has been walking past.

When should this research be used? What are the guide lines? From experience to date, it appears that there are three considerations to be weighed when deciding whether to have a motivation study done.

Use MR for difficult problems

Research can suggest answers to difficult problems when new

(Continued on page 75)

What they say about MR

The emergence of this new technique in the business world has caused much comment—caustic, friendly, derogatory, praiseworthy. Here are a few random quotes, representing varying points of view:

". . . the psychologists have become the oracles of the business. Double-domed professors and crystal gazers are probing the minds of buyers. They are attempting to prove that sales are controlled by the libido or that people buy merchandise because subconsciously they hate their fathers."—Marketing director

"First, the probers often come up with answers that, when tried, have worked. Second, even if recommendations haven't panned out exactly as hoped, they have lifted managements out of mental ruts."—Company president

"The only alternative to the depth approach is to fly by the seat of your pants."—Research analyst

"You've got to be able to take this thing with a little grain of salt."—Chief psychologist

"You can't judge from a psychiatrists' couch how a consumer will behave in a dime store."—Research aide

"Those who attack MR as fakery are just as wrong as those who claim it works miracles."—Research foundation committee head

"A great deal of pure unadulterated balderdash has been passed off on gullible marketers as scientific gospel."—Research director

"The fact that a given product is thought of favorably, or regarded as a sex symbol, or reminds respondents of their mother has limited value unless we know something about the intensity of the feeling it creates and whether this feeling is apt to be translated into the desired practical reactions at the consumer level."—College psychologist

How to develop a sales

Stimulating well-paid salesmen to ever greater effort can be a problem to sales executives. Many firms are turning to the psychologically-proved merchandise incentive program — with happy results.

In this day of high salaries and substantial taxes, cash income is no longer the key consideration for many employees.

The answer to the problem of stimulating a well-paid sales staff to greater efforts may thus lie in a merchandise-directed incentive plan. You can organize such a plan yourself—as many firms have done —with only a very modest outlay, or you can enlist the services of professional organizations whose job it is to set up and run such award contests.

Typical of the smaller firm which has handled the details of its own campaign is the Criteria Manufacturing Co., makers of electrical appliances. One of its leading items is an electric kitchen broiler.

About 75 men make up Criteria's sales staff. Well-paid, they are typical of the salesmen in America today: they have high standards of living, a relatively short work week, lots of leisure time. Subconsciously, they know that if they work *harder* they get more *money;* but as a stimulus to men in their position, the increased income potential simply does not arouse them to action.

Trouble came in the form of a competitor's broiler, a new item aggressively pushed by its salesmen. Criteria felt the pressure. The sales staff responded half-heartedly, then shifted its efforts to other items in Criteria's field. Meanwhile production on the broiler had not adjusted to decreasing sales and soon stocks were full and moving far too slowly.

Management felt that its product could beat out the newcomer, but the problem was how to stimulate the salesman. One of the firm's sales executives came up with an idea: how about launching an all-out merchandise sales incentive program?

Such programs are not necessarily new, having been used in one form or another for the past 15 to 20 years. But Criteria's problem was to work this out on a small enough basis that its men would profit without involving the company in an incentives venture with outside planners.

A name-brand watch company was selected to furnish the premiums. This supplier—like others in his field—was only too happy to work with Criteria.

The watch company added valuable suggestions of its own. Based on its experience with other firms setting up the same sort of program, it showed Criteria that not only were they on the right track at pitching merchandise to their salesmen as proper premiums, but that a further psychological refinement

While many firms plan and administer their own sales incentive campaigns, outside agencies exist whose function it is to take care of all details of such programs for you. Included in their services are kits which set forth in detail the steps to be taken in running your campaign.



incentive campaign

was to get the wives and families into the act.

This is an underlying keynote of any successful merchandising incentive plan. Salesmen are stimulated to greater effort when acted upon by their families than when acting themselves. As one executive in a leading merchandise premium house has said, "If salesmen remained single, we'd go out of business overnight." The watch company therefore convinced Criteria's management that it would be smart to include various women's watches and family watches and wall clocks as well. The company held a little get-together with the salesmen and their wives before launching the new program. Dinner was served and a festive note marked the entire proceedings. As details of the project were outlined, the salesmen learned they were to be awarded so many points on the basis of their sales of the broilers, and these points were exchangeable for any of the several clock items. (Criteria figured the cost of points at about ½¢ per point.) Color slides were shown of the various premiums available, including the men's watches, women's watches, and home and wall clocks. When the kickoff program was over, the wives received a single piece of literature describing the premiums they had seen. It served as a reminder to them throughout the duration of the contest.

Results of the sales incentives campaign surpassed anything that management had anticipated. Aroused, interested and stimulated by diverse motivations of pride, acquisition and the role as "breadwinners," the salesmen all but scuttled the opposition.

Criteria is sold on the incentive approach. The firm plans other campaigns, not restricted to the stimulation of sales, in the future. It is thinking in terms of merchandise incentive programs related to safety drives, waste control programs, etc. These projects, as was the sales drive, will all be devised and administered from within.

Sometimes firms will find it to their advantage to enlist the services of an outside agency. There are a number of such organizations throughout the country whose sole occupation it is to run incentive campaigns.* They set up point values, prepare and distribute promotional material for your sales staff and their families, organize meeting schedules and take care of the myriad necessary details connected with handling a successful incentives venture.

Generally, such outfits offer two approaches: a stock campaign or a tailor-made campaign. Their services include a host of details that many firms might find difficult to handle. They purchase and handle the merchandise, offering up to 2,000 items in their catalogs. They build campaigns around a theme, and furnish creative talent and artwork. They provide catalogs, brochures, mailers, games for children and assorted "appetite-whetters" at intervals throughout the campaign—all as part of a flat-rate job fee. In addition, most of them handle shipping and mailing of merchandise, exchange of unwanted or unsatisfactory items, etc. All of these can pyramid into headaches and much additional work for you.

In addition to relieving your own company's executives of the time and energy burdens involved, such agencies often are able to handle a campaign for you on more economical terms than your company

*One of the best known of these outside agencies is Cappel, MacDonald & Co., Dayton. Circle Number 652 on the Reader Service Card for a copy of their booklet, "Who's selling who in thought stimulators for sales executives."

These agencies also publish catalogs of merchandise—including household goods, appliances, furniture, apparel, sporting goods, toys, personal accessories and many others—from which you can choose your awards. Stock campaign material, on which your firm's name is imprinted, is also made available.



Is your incentives program blocking profits?



MANY of the thousands of different incentive plans in operation in the U. S. A. today are actually deterrents to profit, rather than incentives to profit," says Douglas P. Gould, vice-president of Trundle Consultants, Inc., Cleveland.

Too many executives, Mr. Gould believes, aim blindly at achieving high volume, without any real knowledge of what type of sales effort their company needs for increased profits. Other goals may be as important as volume, he says, or even more important, depending upon a firm's position.

Among the other goals Mr. Gould thinks should be sought are new accounts, bigger accounts, lower sales cost per unit of sales, a balanced selling job on all products, less turnover and sales completed before a predetermined deadline. In line with these objectives, he foresees the following changes in sales incentives of the future:

1. Fewer straight commission plans, because more and more control, assistance and direction will be required and given to salesmen. Commission plans permit the exercise of only limited control.

2. More "guaranteed base salary plus modest incentive bonus" plans, for the reasons that they permit control yet retain the incentive principle.

3. Better designed incentives, with compensation based not particularly on volume, but tied to profit contribution and to specific, well thought out objectives. These objectives will be the development of certain types of accounts, sales of certain products, certain size orders, utilization of certain company services, sales of certain open facilities, sales to certain market development areas, assistance to a company's retail distribution outlets where this is a factor and others.

4. Incentives designed with long range rather than short range application. They will be aimed at promoting the movement of the right goods, at the right time, in the right amounts, for the right application to further the best long range interests of the company and its customers.

5. Incentives designed to reward all components of the marketing team, not just the field contact men.

6. Incentives backed up by solid sales records, sound market analysis, realistic forecasts and projections, and honest appraisal of the people involved. The incentives will be better because they will reflect improvements in management control techniques and will be closely tied to the market planning efforts of the whole company.

7. More evaluation and understanding of the salesman's basic job, the areas wherein it has changed, and the ways and means of increasing the effectiveness of the manner in which the salesman uses his time; more real effort to "integrate" the salesman into his own organization.

8. Incentives designed to reduce the cost of sales and distribution rather than to increase individual earnings.

could do it for itself. This is because they have available many stock campaigns, each built around a theme, from which to choose. Printed matter, prepared in vast quantities for you and for the use of other firms using the agencies' services, is thus available at lower cost than that at which an individual firm could buy it. An imprint of your firm name on all campaign material makes it appear to be exclusively yours.

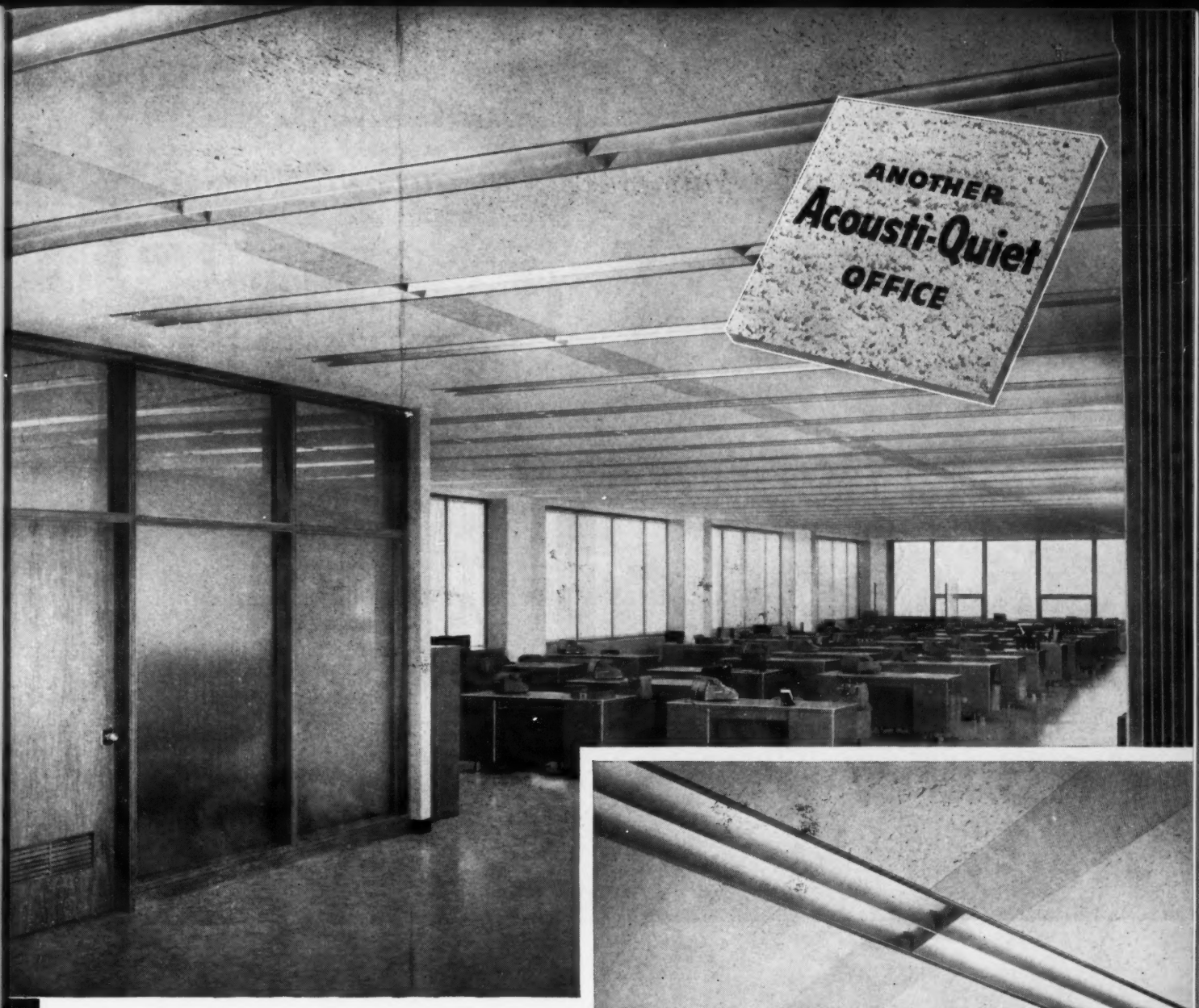
Because they purchase merchandise prizes in large quantities, outside incentives agencies are also able to make them available to individual companies at lower cost. And the day-by-day operational experiences of their staffs insure a professional campaign that is likely to produce maximum results.

Before equating your problem in terms of such a program, remember that sales incentives simply won't move an unpopular or over-priced product. A sales incentives program is not a panacea.

In addition to merchandise, which has proved to be the most popular type of program, there are other incentives. A simple one might be just a scroll, a plaque or a similar award. "Honor" awards work in some cases and with some people. Trips, all-expense vacations and travel awards of various kinds rank next to merchandise as stimulators of extra effort. However, while such awards are often expensive and consequently may not always be feasible, there's no real reason why travel can't be utilized by smaller firms. For instance, Empire Crafts Corp. of Newark, N. J., awarded a two-week sojourn to a castle in Spain as one of the top prizes in a campaign.

Empire's whole campaign was therefore based around a Spanish theme. A very important part of any sales incentive program is to build your campaign around such a theme. Firms have picked baseball or other popular sports, gardening, cooking, or like subjects around which to organize a campaign. An example is Buick's Buccaneer campaign. Typical mottos: "Send the opposition to the bottom" (mailer to the salesmen); "Here's a treasure your first-mate can bring home to port" (mailing piece to housewife, showing premiums).

The idea of a theme is all-im-



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(For more information, see last page)

portant. It dresses up your campaign and keeps it from becoming a silent, negative affair with a few highpoint people gathering in their watches at the end of the program.

Decide on objective

When planning an incentive campaign, decide first of all on an objective. Is your campaign designed to increase sales volume, get more orders or more calls, secure prospects, move slow stocks, reactivate customers, introduce a new product? When the objective has been established, then the method of the award should be selected: on what basis will the points for which the salesman is striving be awarded—on over-all volume or volume up to quota with increased points for over-quota sales? Are points to be given for each order, or for each order over a minimum? Are points to be awarded on the basis of prospects lists, calls made, etc.? Will there be bonus prize points for getting back a former account? The "ground rules", as in any contest, must be decided upon before starting.

The number of points awarded is, of course, basic to the conduct of the project. Companies figure differently, but a national average (on the ½¢ basis) would run something like this: no less than two and no more than 10 points for each dollar of sales. For each dollar of sales over quota, no less than six and no more than 20 points. For each customer brought back, 400 points minimum and 5,000 points maximum. For each new customer, a minimum of 200 points and a maximum of 5,000.

For maximum effect and best results, an incentive awards campaign must be confined to a specific period of time, and all participants should be made well aware of this before the contest gets under way. Failure to set a definite time interval will cause the project to lose all impact.

The points outlined before should show you the way towards setting up your own sales incentives program. If your sales are lagging or your salesmen are loafing, a merchandise-based incentives program may be just the thing. Many management executives have found it so. m/m





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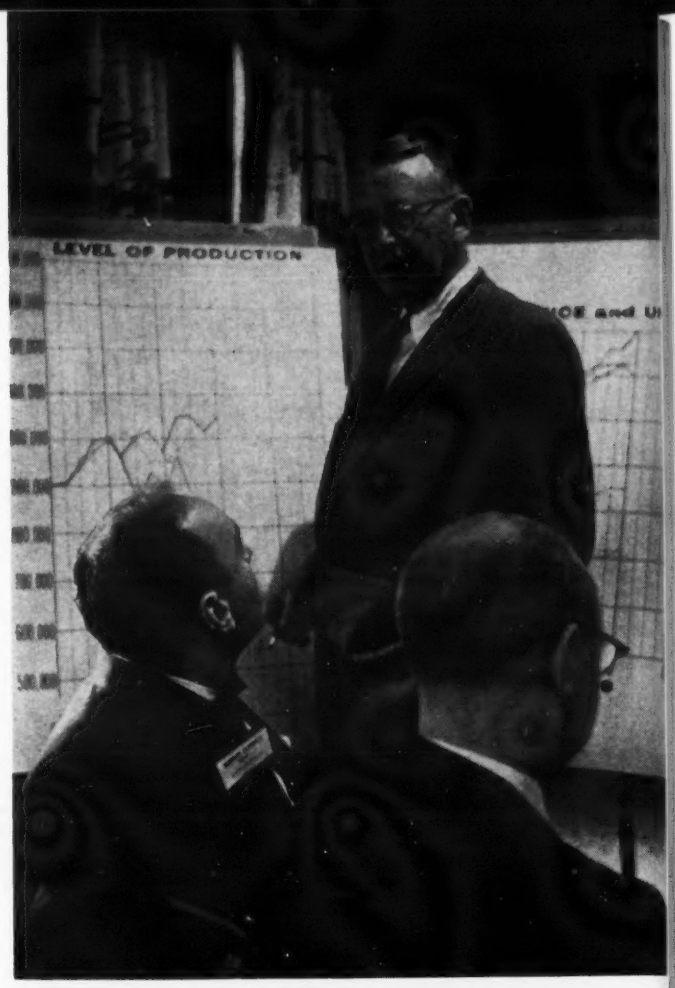


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(For more information, see last page)

10 guides to more profitable decisions

No rule book can tell you how to make sound decisions. But experience has provided some helpful guides. Executives who attend AMA's new Academy of Advanced Management to sharpen their decision-making skill are given these tangible do's and don't's.



AMA's George Olsen offers decision-making pointers at AMA's new Academy of Advanced Management.

Decision-making can't be other than a personal process for the executive. He may have computers, statistical reports, staff assistants and other special aids at his disposal. But when the facts and recommendations are in, and the chips are down, the executive can't fully separate himself from the personal duty of selecting or approving the course of action to be followed.

Few real decisions can be made solely by the rule book. But experience has revealed some guide lines that will keep you aimed in the right direction.

A set of such guides was annunciated during the launching of the American Management Association's new Academy of Advanced Management, in Saranac Lake, N. Y. The AMA academy, on the site of the former Trudeau Sanatorium, has been created as a management campus where decision-making training is featured.

At the recent dedication ceremonies, George F. Olsen, Jr., the academy's director of programs, addressed a group of young presidents who had been demonstrating the AMA "decision game" (*see MM, June, '57*).

Do's of decision-making

"In a decision situation," said Olsen, "there are certain things you can do and certain things you should avoid." He then offered a series of simple but sound decision-making guides that he said are based on the ideas and experiences of a number of management people. Here are the guides:

1. Be sure a problem exists.

Experienced executives recognize that some problems require no decision—that is, the decision may be to take no action at all. The problem might be a misunderstanding between subordinates, for example, which can be solved best by being ignored. Again, the problem might be such that it should be handled at a lower level within the organization. In other cases, a problem may only seem to exist when actually it does not. The wise executive recognizes these types of situations immediately and does not waste his time on them.

2. Review the problem in terms of existing policy.

It is not unusual for executives to waste time on problems that have been solved before and for which policy has been established already. Whenever policy exists to guide you in a decision, stick to it. Of course, if the policy is outdated, you should not delay in revising it with a new decision.

3. Gather all pertinent data and separate facts from opinions.

Every executive is aware that some degree of emotion is contained in everyone's thinking. In decision-making, it is vital to distill out the opinions and emotions from facts. This distilling process is necessary in the decision-maker's own thinking, as well as for the facts and recommendations presented to him by others.

4. If the decision is to be a group project, be sure those involved are fully informed and guided in their work.

There are two significant points here. First, it often happens in a decision-making group that the chairman neglects to give all pertinent facts to the others who are participating. Second, it has been demonstrated that even if you have the best decision-makers available, they cannot do their job properly unless provided with a focus of attention and competent leadership. Lacking either facts or leadership, a decision-making group can be an impotent thing.

5. Determine the objective you want to reach.

The significance of this point is self-evident. It's impossible to hit a target without seeing it clearly.

6. Develop alternative courses of action.

Since change is inevitable, the experienced decision-maker plans for it. Whenever possible, develop alternative courses of action when making your decisions, so that the problem will not have to be reworked again and again as changes occur.

7. Decide which course of action is most likely to succeed.

In addition to the many other considerations, try to select a course of action that will be understood and acceptable to your work force, particularly those people whom the decision directly affects.

(Continued on next page)

New Academy of Advanced Management opened by AMA at Saranac Lake, N. Y.



OVER-ALL VIEW of AMA's new management academy on the site of the former Trudeau Sanatorium in Saranac Lake, N. Y.



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(For more information, see last page)

(Continued from preceding page)

8. Recognize the limiting factors—human and material.

Make certain you do not set up a situation which goes beyond the abilities of the people you have available and the resources required in carrying out the decision. Making decisions that cannot be attained is ridiculous, yet it is often done.

9. Communicate the problem, the decision, the objective and the policy so that your people will understand and support your action.

Based purely on facts, your decision may be ideal—and yet fail because you have not made clear to your people what it is you want to accomplish, why and when you want to accomplish it and the general result that is expected. The problem here is one of communication and motivation. If you fail to communicate and motivate—and thus fail to gain the understanding and support of your people—your decision, no matter how good, is destined to fall short of the goal.

10. Follow up, evaluate, direct and revise as necessary.

Here, of course, is one of the biggest parts of the executive's job—that of constantly following up to see that the job is progressing on schedule, revising the decision or the schedule as called for by changing events, and seeing that the job is accomplished.

Don'ts of decision-making

In addition to these do's of decision-making, AMA's Olsen listed some don'ts that are equally important.

1. Don't delay your decision beyond the time of effective action.

2. Don't, on the other hand, rely on snap judgments or hurried decisions when you have ample time to study and evaluate the facts.

3. Don't be content with the face value of data or opinion.

4. Don't guess when research can validate.

5. Don't forget that *people* must make your decisions work. m/m



"National Accounting Machines return 131% annually on our investment!"

—THE UPSON COMPANY, *Lockport, N. Y.*

"Nationals have been tremendously valuable to us in our expanding and complex operations. In fact, National Accounting Machines return 131% on our investment.

"Because of their flexibility, our Nationals handle such widely different accounting jobs as ledger postings, payroll, analysis of sales and commissions, inventory control, and management statements. Period closings are on schedule and statements are in management's hands a few days later.

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President, The Upson Company

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In your business, too, National machines will pay for themselves with the money they save, then continue savings as profit. Your nearby National man will gladly show how much you can save—and why your operators will be happier.

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NCR PAPER (NO CARBON REQUIRED)

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GOSH!



for an office copy machine ...the all-automatic DRI-STAT '200'

Here's the photocopyer you've been waiting for. Low in cost, high in efficiency, the new DRI-STAT '200' is the first truly automatic office copy machine priced under $350.

Look at these wonderful features:

- Will copy **anything;** if you can see it, the DRI-STAT '200' can copy it.
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MM-11

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DRI STAT
PEERLESS

Name_____ Title_____

Company_____

Street_____

City_____ Zone_____ State_____

(For more information, see last page)

Recruiting

(Continued from page 36)

many more interviews lined up, particularly if he's actively seeking a change. Memories are short. Follow ups should be well planned in advance, should be *personal,* not form letters.

4. SEEK OUT UNLIKELY SOURCES. Trade and technical schools have been increasingly cultivated, but many firms still ignore them; liberal arts graduates have only recently begun to receive offers for going into technical work. Europe is a happy hunting ground for only small numbers of firms (there are at least two organizations of recruiters traveling Europe for American firms); men coming out of service provide 10% of all technical manpower; college faculties have men who will not make teaching their profession; one firm even hired another firm's recruiters!

5. DON'T DEPEND ENTIRELY ON YOUR RECRUITERS. Although no one accepts a job due to personality of a recruiter, 53% of students give as a reason for not accepting a job the fact that they did not like the recruiter. By creating a favorable company personality this can be overcome to a considerable extent. Use college engineering publications for advertising campaigns that are not overt recruiting approaches, but more subtle (and resultful) attempts to create favorable climate in which your recruiters may work.

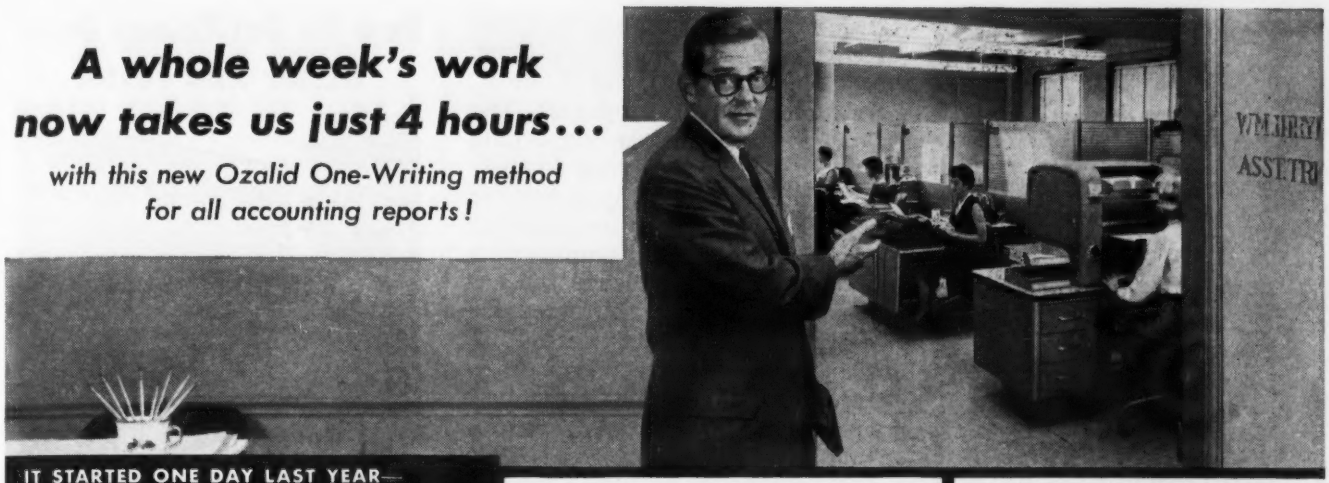
6. MAKE CONTACT AS EARLY AS POSSIBLE. Many firms offer summer jobs for students, "internship" arrangements. Most progressive firms are reaching into high schools for future needs.

7. SELL WIVES AND FIANCEES. Few men will take jobs to which women in their lives strongly object. Get the women on your side as soon as possible, and keep them there. Boeing, IBM and others slant advertising right at wives through women's pages in the newspapers. Many firms entertain husbands and wives together. One held a full day's outing for families of prospects.

8. BE SPECIFIC. In literature, adver-

A whole week's work now takes us just 4 hours...

with this new Ozalid One-Writing method for all accounting reports!



IT STARTED ONE DAY LAST YEAR— THE PRESIDENT CAME INTO MY OFFICE...

WE'VE GOT TO DO SOMETHING ABOUT WEEKLY ACCOUNTING REPORTS. COPIES ARE GETTING UP TO MANAGEMENT TOO LATE.

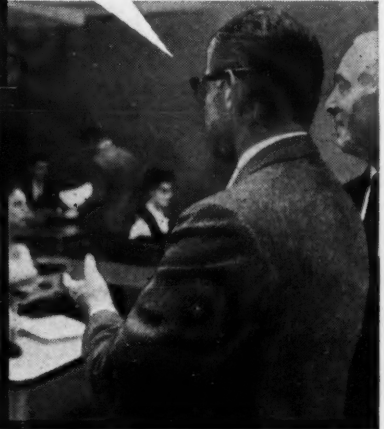
I THINK I'VE GOT THE ANSWER. LET ME EXPLAIN.



EACH OF THESE THREE GIRLS SPENDS A GOOD PART OF EACH WEEK TYPING ACCOUNTING REPORTS AND RECORDS. . .THE WEEKLY SALES REPORT, FOR EXAMPLE.



BUT IF WE USED THE OZALID DIRECT COPY SYSTEM, WE'D ELIMINATE ALL THIS TYPING. ONE GIRL COULD DO THE JOB IN A LOT LESS TIME.



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YES. THEY'RE A LOT MORE ACCURATE, TOO. AND WE SAVE HOURS OF TYPING.



THE JOB IS REALLY A BREEZE NOW. IT ONLY TAKES ME 4 HOURS A WEEK.

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(For more information, see last page)

new
VERTI-FILE*
with doors

SLIDE-AWAY DOORS
ADD FINISHED
APPEARANCE—
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Now you can have 5-shelf or 7-shelf Verti-File with disappearing-type doors. These doors can be ordered with or without locks and the locks can be keyed alike or differently.

Deluxe VERTI-FILE Saves 60% in Floor Space!

You'll combine the space saving, low equipment cost advantages of Verti-File with security and eye appeal when you switch to Deluxe Verti-File with doors.

Call your Deluxe dealer. He's in the classified telephone directory under "Shelving, Steel" or write for new brochure V-415.

DELUXE

DELUXE METAL FURNITURE CO.
Warren, Pa.
A division of Royal Metal Mfg. Co.
*patent pending

(For more information, see last page)

tising and in answering questions, provide clear definitions of jobs, working conditions, organizations, relationships with superiors, etc. Vagueness creates an impression that you have something to hide. Equivocal answers to questions are a form of dishonesty immediately apparent while equivocation through lack of knowledge is just as bad. The prospect loses respect for a firm whose recruiters cannot answer questions that they can be expected to. Planning is the best answer to this problem—very careful planning.

9. MAKE YOUR APPROACH DISTINCTIVE, INDIVIDUAL. In everything you do, advertising, literature, interviewing, make an *impression*. In the mind of a prospect cramming a number of interviews, reading information about a number of firms, scanning the ads, all messages tend to merge together. One of the reasons for this is the impersonality of so many corporate activities. The human touch in interviews, an unusual piece of literature, a fresh touch in the advertising, these will make your efforts stand out from the crowd.

Those are but some of the steps that might be taken to improve your recruitment program on an immediate basis. But, it is important that your company's future needs along manpower lines not be neglected. Here it might be advisable to draw up a timetable of requirements (*see box, page 36*) to find out what men you'll need for what jobs and when.

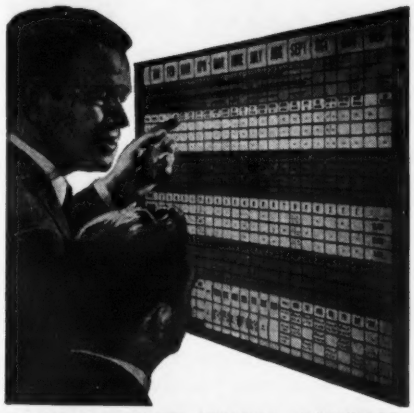
Prospective employees today have to be sold on the advantages and benefits of joining your company in preference to going to work for a competitor.

Among the concepts you must continuously sell to them are your industry, your location, your company's prestige and reputation, its professional standing, the opportunities you offer young men and the security you offer older men, training and educational programs, success stories showing what other employees have accomplished as a result of your firm's policies.

60% for advertising

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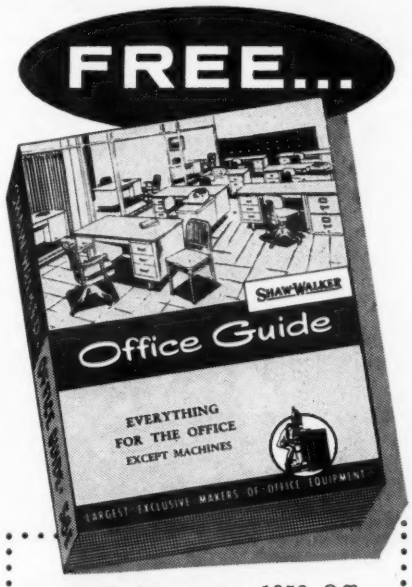
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(For more information, see last page)

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Just off the press, 1958 Office Guide. 252 pages of modern office equipment and its efficient use.

FREE *to Purchasing and Office Executives when requested on your business letterhead.*

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(For more information, see last page)

cause only advertising can reach all prospects. The number of men who can be reached through personal contact is so very limited, the costs so very high, that even firms with comparatively small needs should explore a continuing program of advertising with the objective of eliminating time-consuming and costly personnel efforts wherever possible.

In planning and placing your advertising program, make sure you do these things:

1. Forget what others are doing; perhaps as much as 90% of today's recruitment advertising is being created, supervised and placed by people who are not professionally qualified to handle it.

2. Analyze your own advertising objectively.

3. Experiment with new media; you may find it profitable to reach whole families on evenings and over week-ends with your copy.

4. Don't depend on classified advertising. It provides only limited readership; since classified does not seek out men, it is the men who seek out classified.

5. Dramatize your message; use illustrations when possible.

6. Humanize your advertising. No one wants to work for a cold, inhuman corporation, so don't let your advertising reflect coldness.

7. Remember that your advertising is read by your own people. Properly handled, it will serve to remind your personnel that you offer at least as much as your competitors do; thus it can help you to keep, as well as find, employees.

People will happily come to work for you, just as customers will buy your products, if you pay constant attention to the question of *selling* them. This is the key to overcoming competition in today's employee market. And like any other selling job, it must be the result of policies laid down and closely supervised by management. Your real opportunity lies in the fact that too few firms are tackling the problem properly. m/m

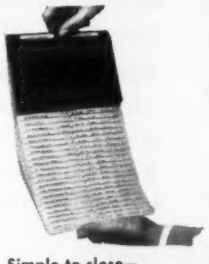


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Portable . . . can be carried in pocket

Save Time—Lift with a single simple motion and pack opens to an instantly useable, fully visible record file with all records, both front and back, immediately available for posting or reference. Every card is securely locked in place, cannot become lost or misfiled, yet it's only a matter of seconds to attach a new card or to remove one that is obsolete.

Save Space—Packs are filed vertically in trays, desk or file drawers, tubs or rotaries. Each pack of 25 record cards, 50 records, requires only ½" of space. Removable partition "reserves" proper filing space when pack is removed. Speeds refiling avoids misfiling.

For new Records . . . For Your Present Records
Ask the man from Acme to show you samples

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☐ Send us more information on Activisible Record Packs.
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See how Multilith® Offset speeds paperwork—builds profit!

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Because only Multilith Offset can do so many types of work so well

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*Trade-Mark

SERVING SMALL BUSINESS — BIG BUSINESS — EVERY BUSINESS

(For more information, see last page)

Does your company have boss trouble?

If you're the boss of a growing operation, you may be the cause of your own management problems. Reason: the qualities that motivate a man to make his outfit grow are usually opposed to the qualities he needs to successfully administer his bigger organization. Here are the symptoms of a firm that is suffering from this kind of boss trouble, plus a suggested solution to the problem.

EDITOR'S NOTE: A good deal of research has been devoted to the problems faced by a president (or department head) when his operation outgrows the limits of his one-man management. Earlier this year the psychological research report "Motivations" presented the findings of such research done by the Institute of Motivations Research. The following condensation is published by permission.

We found that whenever an outfit has "boss trouble" four typical symptoms are present.

- The rank and file of the workers are restless.
- There are dislocations on the management level.
- The boss himself suffers from chronic depression and unhappiness.
- The outside reputation of the company suffers.

In each case the trouble leads back to the unsolved and unstructured role of the head of the company within the new and enlarged dimensions of operations.

The discontent of the workers mainly originates in the fact that they do not see how they relate to their jobs. More often than not management dislocations and conflicts among management personnel are caused by the lack of a clear definition of their duties and areas of responsibility.

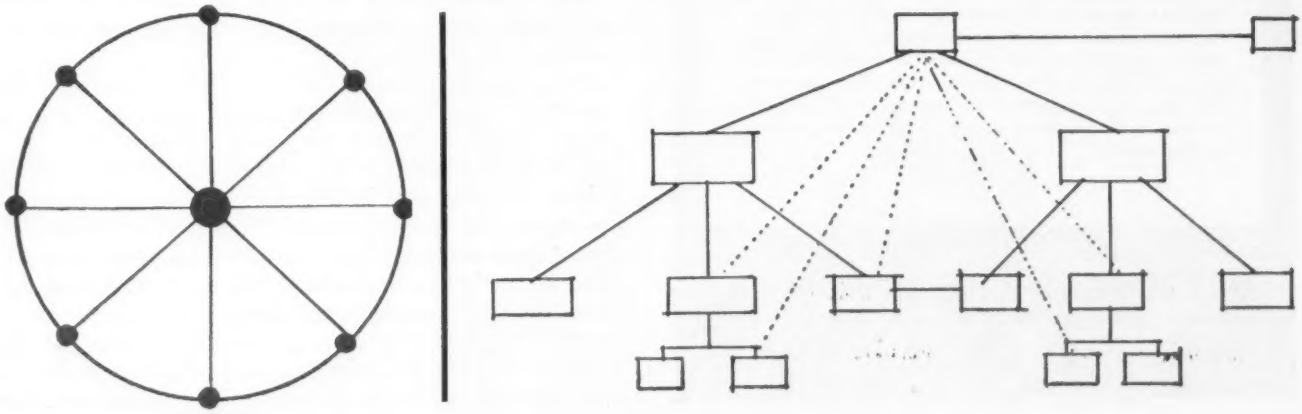
All this comes about because the top man is unprepared to divest himself formally of the least bit of authority. The conflicts and uncertainties which result and which are then solved by his authority confirm his belief in his own indispensability. But although he enjoys this situation in his own manner, the boss is unhappy at the same time. It may have been his own doing, but in the end the mild chaos he has created around himself irritates and depresses him more than it stimulates him.

At this point there are two basic questions:

1. What are the motivations that drive an exceptionally able man to act in a way which causes much stress to himself and which in final account may damage his own life work?

2. How, once his motivations are determined, may his energy be turned into channels which both satisfy

In a small company or department, the boss is the hub of all activities (left). But as the operation flourishes and grows, the head man must alter his role, becoming a "fountainhead," dividing responsibilities among people under him.



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keep them in good shape..
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BORROUGHS
wrap rack





Why bunch good coats together on an old-fashioned clothes horse when you can rack them neatly on a modern Borroughs Wrap Rack? Look at the illustrations above . . see how bunched-up and messy the coats are on the out-moded clothes rack . . see how straight, neat and trim they hang on the Borroughs Rack. Keep the coats in your office in tailored shape . . the modern way . . the Borroughs way. Before you buy anything to hang coats on, be sure to see the Borroughs line. There are three standard sizes to accommodate 6, 9 or 12 coats and hats. The 9 and 12 models are available in double face units . . and "add-on" units can be added. Rigid steel construction welded for added strength. Choice of four colors—Spring Green, Dark Green, Gray, and Fall Tan. See your local office furniture dealer. If he does not have Borroughs Wrap Racks in stock, he can get them for you quickly.

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(For more information, see last page)

his basic drives and enable him to put them at the service of a new goal?

Investigation of the boss' motivations usually reveals highly significant characteristics. We find that the drives and talents which enabled the founder of the company to call it into life from nothing, and to lead it to success, are quite different from those drives and talents necessary for consolidating, organizing and administering an established and flourishing business. And we find that the satisfactions a man derives from the first type of activity are of an entirely different nature from those offered by the second type. It becomes very difficult for the top man to change his behavior according to the new circumstances.

Among the drives which originally promoted and sustained the achievements of the leader were the following: creativeness, self-assertion, single-mindedness, independence. From the investment of his energy, he has obtained a number of satisfactions which he considers as due payment for his efforts. For him to live out his inner destiny it has been necessary to create a new little society, a new little world.

However, as that new society, the firm, has developed, flourished and grown, it has tended to evolve its own needs and laws. Its satisfactory functioning requires types of activities altogether different from the activities that were desirable for the creative boss.

Expansion demands organization

Swollen to unexpected dimensions, the outfit must be organized and administered. Initiatives must be taken by several people. Supervision must be divided. Problems come up which need the services of specialists over whose performance the top man has no real control.

These changes call for the boss to play an altogether different role than he has played in the past. They call for altering interpersonal relationships; for relinquishing part of his self-assertion, independence, even creativeness. The changes also ask for putting into operation qualities such as patience, diplomacy, acceptance of other people's ideas, etc., from the exercise of which he derives no real gratification.

As a rule what the boss sees is the result of the change—the fact that he has won his battle against the outside world only to discover that he is running into trouble within the very world he had created. His irritation and unhappiness only increase, and with them also the managerial, administrative and personnel troubles of the firm.

How can an orderly transition be made from a one-man outfit to an efficient and smoothly running organization?

Some management experts, as well as much of the American corporate mythology, lay a heavy stress on "team spirit" whenever the administration of a business firm is expanded and redesigned. They envisage a kind of "collective leadership" destined to replace a one-man rule. In our experience such team leadership has at least one fatal flaw: while it highlights cooperation it minimizes initiative, the most indispensable ingredient in conducting business.

We find that a kind of a "cabinet system" of the highest executives is much more conducive to creative and efficient achievements. Within this system, the

individuals are responsible for the success or the failure of their respective departments. They are expected to take the initiative and come up with original ideas and suggestions. At the same time, cooperation and constant exchange of information are assured by regularly held "cabinet meetings," in the course of which all important plans, problems and ideas are discussed in depth.

But whatever the details of the restructuring, drawing up the correct organizational chart or flow-of-work blueprint is only half of the problem. Even more important is to solve the conflicts involved in the change, for if the top man fails to derive genuine emotional satisfactions from the new setup, if it frustrates his drives and needs, the new order will be sooner or later sabotaged and the reorganization will have taken place only on paper.

Because of this psychological stumbling block, the changes should be introduced in stages. The top man's role ultimately should be a chief integrator, an indispensable but considerably less dynamic one. Structurally, his main new roles are the following ones: integrator of policy, inspirer of action, arbiter of differences, fountainhead of experience and knowledge.

capsule BOOKS FOR MANAGEMENT reports

How to plan a tv circuit

CLOSED CIRCUIT TELEVISION SYSTEM PLANNING, *by Morris A. Mayers and Rodney D. Chipp. John F. Rider Publisher, Inc., New York. 1957. 250 pp. $10.*

Appropriately illustrated with large clear photographs, this volume serves as an advisory source for management executives considering the use of closed circuit television in the administration of their companies. Equipment, cost, manpower, methods of use, capabilities and limitations of the method are fully discussed.

Specific sections are devoted to analyses of the use of closed circuit TV for sales meetings, merchandising, production control and supervision, plant protection and the remote handling of hazardous materials.

A series of wiring and hook-up diagrams aid in following the more technical aspects of the text.

How to operate abroad

MANAGEMENT GUIDE TO OVERSEAS OPERATIONS, *edited by Dan H. Fenn, Jr. McGraw-Hill Book Co., New York, 1957. 320 pp. $4.50.*

Subtitled *Business Looks Abroad at Its Opportunities and Responsibilities,* this book is based on the proceedings of the 26th annual national business conference of the Harvard Graduate School of Business Administration.

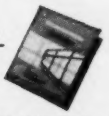
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(For more information, see last page)

"Doll" or Dud?

Count BOTH . . . and 1,001 other items with

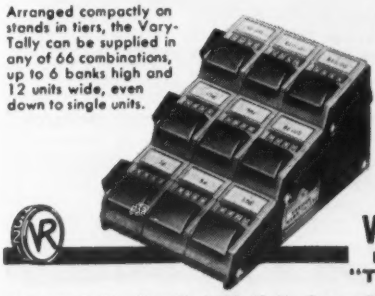
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Multiple-Unit Reset Counter



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- Individual Tag Above Each Counter-Window — Not Strip Tabs
- Easily Readable from Any Angle . . . Bold Figures Always Centered in Window . . . No Glare

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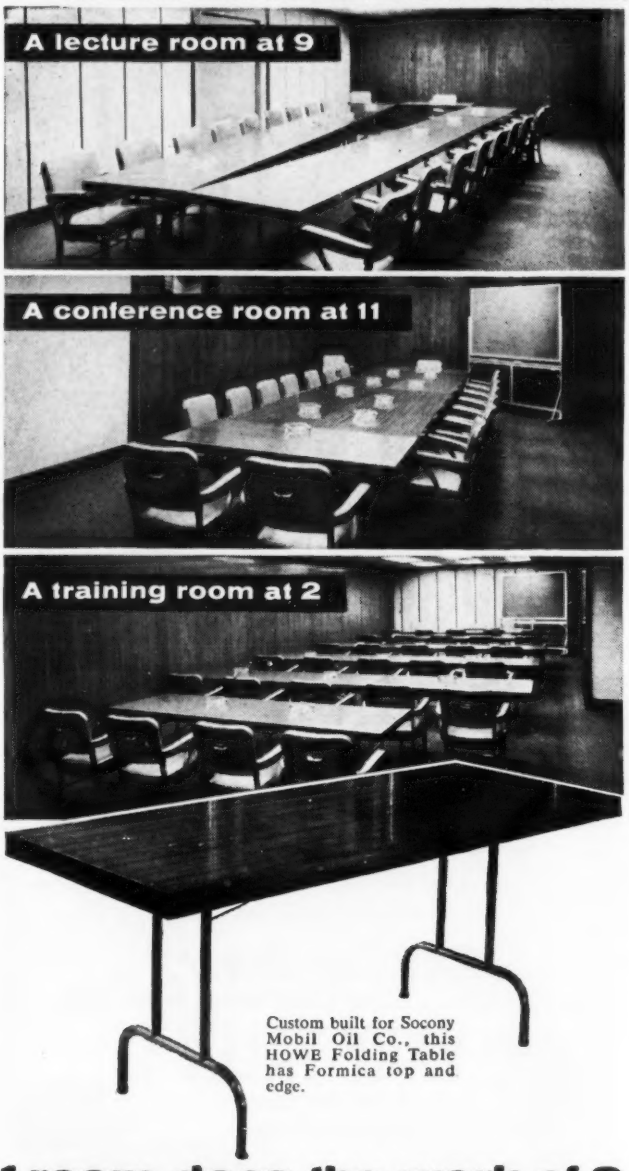
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(For more information, see last page)

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American firm in the foreign field and is aimed especially at the small- and medium-sized company that does not maintain an elaborate overseas operation. The book is replete with case histories of actual foreign experiences of a wide variety of firms which serve as a practical guide to the executive contemplating foreign markets.

Among the topics discussed are personnel management, public relations, labor relations, establishment of manufacturing facilities abroad and management control of the foreign operation. Included also are comments of foreign leaders and of a number of American business executives.

What machines do and how they do it

MATERIALS HANDLING EQUIPMENT, *by D. Oliphant Haynes. Chilton Co., Philadelphia. 1957. 636 pp. $17.50.*

The publisher calls this "the first graphic presentation of materials handling equipment . . . designed to show specifically how each machine functions and what it actually does."

There are more than 2,200 diagrammatic drawings in this book, each of which is designed to illustrate the basic internal parts of some one piece of materials handling equipment. The work is divided into seven basic sections: transporting equipment, elevating equipment, conveying equipment, transferring equipment, self-loading equipment, bulk-handling equipment and accessory equipment. Each section, in turn, is sub-divided into logical discussion areas of its component types of equipment.

With the area of materials handling remaining the level on which management can most readily effect operational savings today, the information provided by this volume should prove valuable to many firms in highly competitive industries.

How to safeguard property and equipment

INDUSTRIAL PLANT PROTECTION, *by John Richelieu Davis. Charles C. Thomas. Springfield, Ill. 1957. 566 pp. $12.*

Here is a comprehensive volume that fully discusses the myriad problems involved in providing adequate protection for the industrial plant. It runs the gamut from training of guards through legal questions and illustrations of self-defense holds and grips to matters of firearms and sabotage.

Report forms, employee identification, keys and locks, fire safety, accident control, military security regulations, plant patrolling, fingerprinting techniques and methods of interrogation are just a few of the many subjects discussed in some 28 chapters organized into six basic sections.

The author, who is a lecturer in industrial security at Michigan State University, is also security coordinator for the Hallicrafters Co. and a director of a Chicago firm of plant protection consultants. While the book is of special interest to the industrial guard, it contains also much of value to the operations manager, the personnel director and, most important, to top management. m/m

How to use an engineering firm

Regardless of the efficiency and skill of your own engineering staff, there are times when the use of outside technical specialists may be called for. At such times it is a mistake to try to "do it yourself." Here's how to find and work with the right kind of engineering firm.

Whether your engineering staff is a one-man affair or a large, full-fledged department, there are times when it alone cannot solve all your technical problems.

Lack of experience along specific lines, limited training in a specialized field, a general need for a fresh approach—these and other legitimate reasons may impel you to do as other companies are profitably doing, *i.e.*, seeking the aid of an outside engineering firm.

Because different engineering firms have different talents, the selection you make may spell the difference between the success or failure of your company's venture. Here are some tips on how to make the right selection.

Three kinds of firms

Basically, there are three areas in which an outside engineering firm will function for you: 1) as project engineers, 2) as construction engineers, or 3) as design engineers. A firm generally specializes in one of these fields although occasionally you will find an organization that is qualified to perform expertly in two or all three. *(Continued on next page)*

CASE HISTORY: LOWER COSTS

One engineering firm was given a limited experimental budget by a manufacturer and asked to see what it could do about cutting costs in the production of rolled turbine blades. Result: the firm designed and furnished a hydraulically operated reciprocating mill that permitted cold working of high alloy materials. With this equipment the manufacturer was able to produce rolled turbine blades for engine producers at extremely favorable prices.



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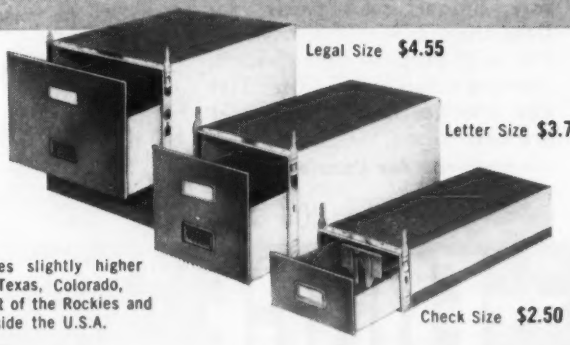
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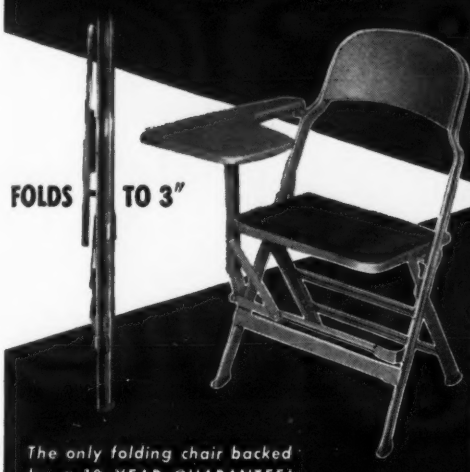
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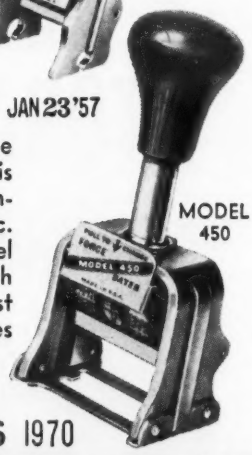
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Within the scope of an engineering firm's assignment, there's a good rule for you to follow: give its men the freedom to do their job. If you feel compelled to have your own people supervise and double-check their work, you're simply paying for the same work twice. To make it easier for you to step out of the picture, choose your company liaison man with great care. He should be someone you trust to think and act pretty much as you would; for the sake of the engineering firm, select a man who knows how to work *with* others, who can further the job in hand, not throw obstacles in its course.

Engineering talent is expensive. Its cost, however, should not be measured in terms of the cost of equipment or end product to be designed. It may take as much time and ingenuity to design a $500 widget as it does to devise a $50,000 machine. The value of the service should be weighed against the production savings or profits that your company realizes.

When do you need help?

Assume your own engineering staff faces a problem. How do you determine where "do-it-yourself" ends? The obvious—but too simple—answer is: when your own men can't do the job alone. But how do you figure out under what circumstances your men can't perform properly? Here are four guides:

First, do your own engineers have the talent? There are specific differences in the engineering talent level required to handle different levels of engineering work. The old saw, "Don't send a boy to do a man's job," is true, but the reverse is also true: don't waste high-level talent on a low-level chore.

Second, do your men have the training? They may be excellent engineers, but if they're not highly skilled in the type of job that must be done, they'll waste your time and money while they learn by doing.

Third, do your men have the experience? All the training in the world won't help much if they haven't had the experience in the type of problem that your company faces. These days new engineering techniques develop so fast that only engineers with fresh, up-to-date know-how can give you the modern materials, methods and shortcuts that will produce the maximum effect with the minimum cost.

Fourth, does your staff include all of the right *kinds*

CASE HISTORY: ONE-MAN OPERATION

A Detroit manufacturer wanted to automatically heat treat, quench and draw automobile axles, with no scaling of the already-machined metal. An engineering firm was called in to provide a fresh viewpoint, as well as technical knowledge. The firm's thinking resulted in the design and engineering of equipment with automatic sequencing that can be handled by one man. That equipment is now operating 50% above the original design capacity. As a result of this assignment the firm was asked to devise six additional completely automatic processing lines for heat treating other automobile parts in another plant.

of engineers for the job? Today a man is not just an "engineer." He's an electrical, mechanical, structural, chemical engineer; the list is almost endless. Any single job might well call for the combined talents of two, three, four or more different types of engineers.

If you must answer "no" to one or more of these four questions, you'd be wise to call in outside help. On the other hand, if you can honestly answer "yes" to all four questions, it doesn't necessarily follow that your company can always handle its own engineering problems.

There are a variety of circumstances under which it would be preferable to call in an engineering firm. For example, if you would have to enlarge your permanent staff to fill a temporary need, the use of an outside engineering firm would save your company the time, the bother and the money necessary to train temporary personnel and to locate and equip temporary facilities.

There is another factor that should not be overlooked when considering whether or not to retain an outside engineering firm. That is the value to be obtained from a completely fresh viewpoint. There is really no such thing as an objective look at one's own problems. The more objective eyes of outside engineers often see solutions that have escaped a company's own staff.

CASE HISTORY: EQUIPMENT ADAPTED

A major East Coast industrial firm faced a crisis. Committed to supply certain strategic materials on a specified date, the company found that special equipment purchased and installed on the advice of its regular supplier was inadequate for the task. Not only did the company face the possibility of losing a valuable long-term contract, but it also anticipated losing the money already invested in the new machines. In a last-ditch effort to straighten out the tangle, a leading engineering firm was called in. After its men had analyzed the problem, giving strong consideration to the time element, supplemental equipment was designed and installed, permitting the company to use its existing machines and meet its contractual obligations.

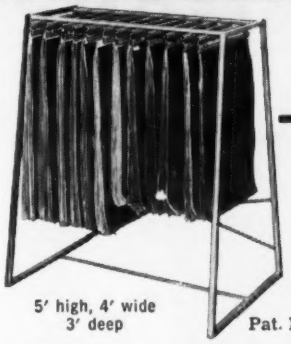
What kind of firm?

Just as there are different kinds of engineers, there are different kinds of engineering firms. One company may specialize in project engineering, another in engineering design. To make certain that you retain the firm that is best suited to handle your problem, you have to do some preliminary work.

Precisely what kind of engineering work do you want done? List the different kinds of engineers that will be needed to complete the work. List too the level of engineering talent that you think will be needed. Determine time limits and cost limits.

Now you're ready to make your choice. If your project involves millions of dollars you will skip over the firms whose experience has been limited to small

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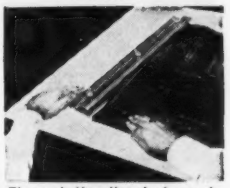
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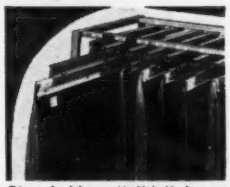
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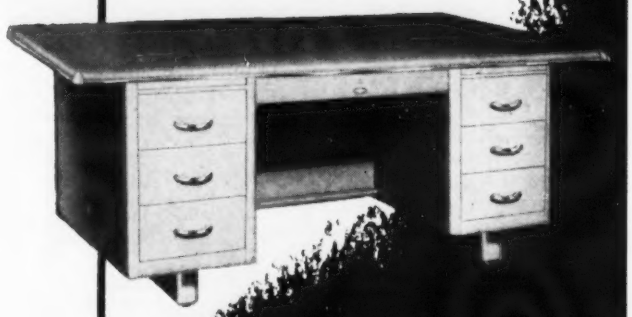
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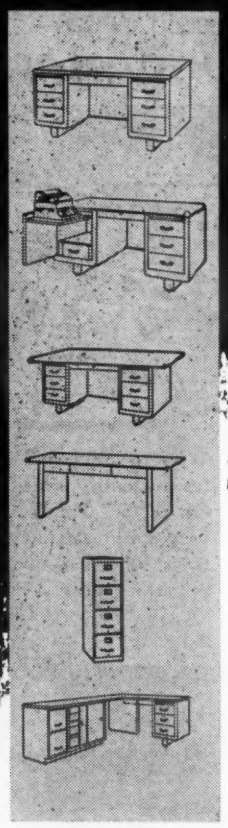
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jobs. On the other hand, you would be wise to give your small job to a firm that specializes in projects of that size. You will, of course, want to check the performance record of the concern you are considering. A record of success inspires confidence.

Engineer consultants

Today, with engineering talent at a premium and engineering techniques changing almost daily, some companies are utilizing outside engineering firms as consultants. There are several ways this can be done. The head of a manufacturing firm, for example, who maintains his own engineering staff, may call in the outside firm as consultants on a specific job, to be sure that he is getting the benefit of the latest information, the most up-to-date knowledge.

Other firms, facing almost constant problems in engineering, may hire the outside firm on a retainer basis, much as a legal or accounting firm is kept on tap. Under such an arrangement, the engineering firm may be called upon for guidance and information pertaining to any product or plant engineering problem that may arise.

Research into the technical and economic feasibility of particular processes is provided and the engineering firm makes recommendations based on this research. In many cases, the men from the outside engineering firm act as agent for the company, identifying themselves as members of its staff.

CASE HISTORY: DON'T SAY CAN'T

Executives of a manufacturing firm got an idea for a machine that had never been built but which they decided they had to have. What they wanted was a portable processing plant capable of handling hot open hearth slag at the rate of 300 tons per hour, and separating the metallics from the waste. They went to an engineering firm, gave it the "impossible" to do. The engineers designed a completely new type of plant, selected materials that would stand up under the extremely abrasive slag, and supervised construction of the equipment. Six months after the problem had first been presented, the portable plant was operating in a foreign country. Engineers had been sent to the site to direct installation, supervise start-up of the equipment and train local operators. Since that time the "don't say can't" manufacturer has put 13 additional plants into operation, all duplicating the original design.

Few engineering problems ever duplicate themselves exactly; each carries basic differences. There is one factor that is common to all, however: once the problem is solved, the company can expect a profit. The profit may be evident in increased safety records, in greater production, in lower cost or higher quality. Wherever the profit is felt, it will mean a better opportunity to compete in today's complex business world. m/m

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Free brochures describing the course are available upon request from Business Electronics Inc., Educational Division, 420 Market Street, San Francisco 11, California.

(For more information, see last page)

thought starters

Thought Starters deal with "practical solutions to administrative problems." The editor invites contributions—which are paid for at our normal space rates.

EMPLOYEE RELATIONS

Insurance company builds staff chapel

By Alfred K. Allan

A chapel has been constructed by the Bankers National Life Insurance Co. in its home office building at Montclair, N. J.

Built at a cost of about $300, the chapel measures 14 x 14 feet and is bathed in subdued fluorescent lighting. Set into one wall are three cabinets containing respectively a cross, a crucifix and a tablet with the Ten Commandments. Kneeling benches have been provided beneath the cabinets, and lounge chairs have been placed throughout the room.

The chapel is open every working day for the use of all employees, executives, visitors and members of the company's field force. Workers can enter at any hour, on their own time or on the company's time.

Says company President Ralph R. Lounsbury:

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HEALTH

Product said to impede Asian influenza strain

Wesodyne, a detergent germicide, is said to possess "biocidal activity" capable of destroying the Asian strain of influenza in less than two minutes.

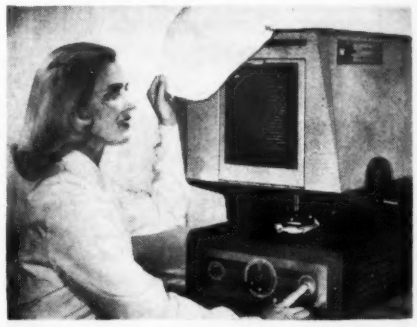
A product of West Disinfecting Co., it combines the normal two steps of cleaning and disinfecting in one operation. The manufacturer recommends its use on floors, table tops, drinking fountains, instruments, shower stalls and locker areas.

EQUIPMENT

Microfilm reader makes print in 10 seconds

Press a button on Minnesota Mining & Mfg. Co.'s compact new microfilm reader and it instantly produces an 8½ by 11 positive copy of the microfilmed document framed in the viewer. The enlarged print appears automatically in 10 seconds or less. No hand processing is required.

Many firms, says 3M, face a cumbersome, time-consuming process in making an enlarged photographic print of a document contained on a roll of microfilm. As a result, says a company official, only an estimated 2% of firms are able to use microfilming as a method of improving the utilization of active records, in addition to the traditional use for space-saving record storage or protection.



It is in the area of improving the utilization of active records that 3M feels its reader-printer will be most valuable. To get a current record back "out of file" from microfilm, the roll of film is inserted on the machine and scanned through the viewer until the needed document is found. Then at the press of a button, the machine automatically makes the full-size copy.

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COPYING

New portable photocopy machine

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A feature of the new device is a plastic air cushion which is said to make the Contoura-Portable the only photocopy machine that can be placed face down on bound books, to follow the contours right to the margins.

The manufacturer states that the new machine will make transparencies for use with Diazo and that it can produce negatives, for use in making offset printing plates, in only eight seconds.

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COMMUNITY RELATIONS

Temco engineers train scientists

Engineers on the staff of the Temco Aircraft Corp. are spending time each day teaching physics to students in the four high schools of the Dallas area.

Last Spring, company officials were made aware that physics courses were not being offered in these schools because qualified teachers were not available. Four

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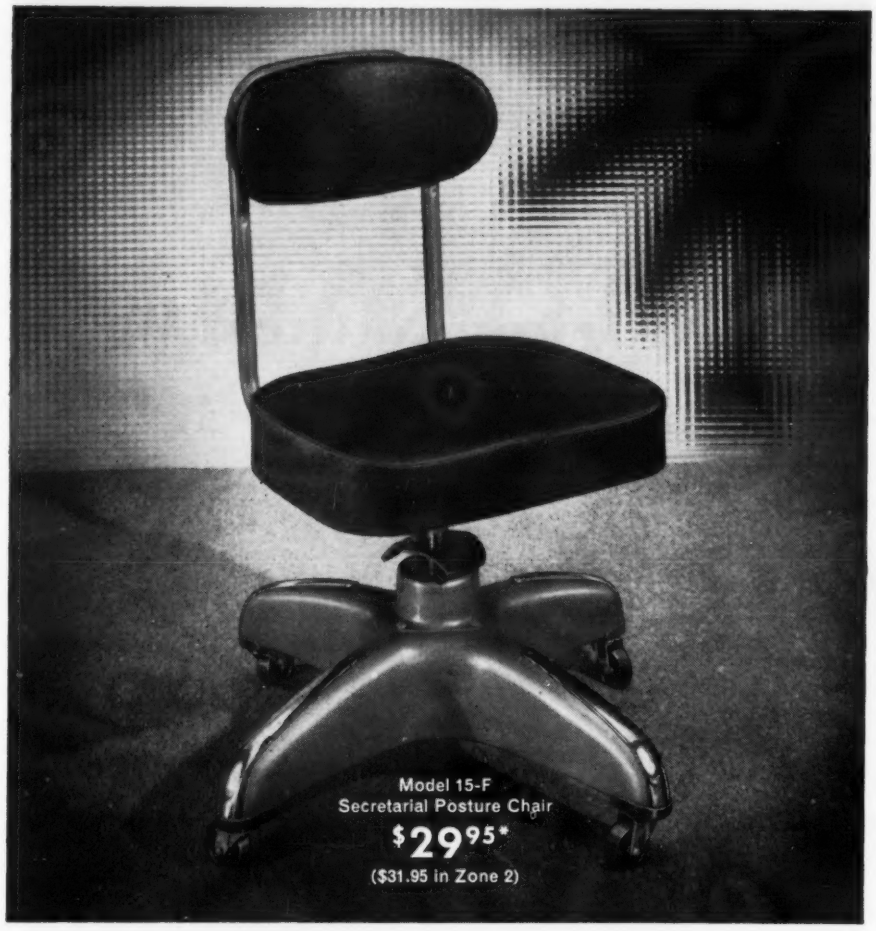
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●We're sure you'll welcome any opportunity to help your secretary *feel* better and *work* better. That's why we urge you to accept a free demonstration of this popular Cosco Chair! Your Cosco dealer will be delighted to arrange such a demonstration . . . of this or any other Cosco Chair. Call him now, or mail coupon below, and learn how Cosco can help you keep your secretary . . . happy!

Find your COSCO Office Furniture dealer in yellow pages of phone book, or attach coupon to your letterhead.



Model 18-TA
Executive
Posture Chair
$49.95*
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COSCO also offers comparable values in chairs, settees, sofas and occasional tables.
Zone 2: Texas and 11 western states

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I would like a free demonstration of the following COSCO Chairs:
☐ Model 15-F Secretarial Chair ☐ Model 18-TA Executive Chair
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Please send full information on:
☐ COSCO's new "Director" Series Chairs with square tubing.
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(For more information, see last page)

of the company's best qualified engineers were selected, from the many who volunteered, to fill the gap.

The four commute to the schools each day, teach a class and then return to their jobs at Temco. They represent a total of 108 credit hours of physics at the college level, plus many years of practical experience in aircraft engineering firms.

A total of 95 students signed up at the four schools for the physics courses which had been previously unavailable.

BOOKKEEPING

Simplified bookkeeping system devised

A new simplified system of bookkeeping for small business, devised by William F. Jureit, CPA, is being distributed nationally by The Institute for Business Research.

The system is said to combine, in a single looseleaf journal, regular imprinted personalized checks along with ledger forms which provide correlated entries of receipts, checks written and detailed disbursements. No copying from check stubs and no duplicate deposit slips are required.

Checks are backed by a carbon strip which enters the check number, date, payee and amount as written on to the journal sheet.

The system has been developed primarily to aid small businesses which maintain records with the aid of personnel not trained in accounting procedures.

For more information, circle number 647 on the Reader Service Card.

METHODS

Procedure assures correction alignment

By Edmond W. McNamara

Some companies who run their own print shops do their own composition work, using a composing machine with which they type on to white composition paper. This is then photographed and transferred to a metal plate to be run on an offset printing

IS JOB CARD COMPUTING *needlessly tying up* a CLERK ?





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***. . . and there is no need* for expensive changes to your present system . . . .**

***CALCULAGRAPH* will fit into it!**

***CALCULAGRAPH* does the Computing Job Easier, Faster, Accurately.**

- With Calculagraph you obtain a complete record of the elapsed time.
- You get 100% accuracy.
- This accuracy is obtained at greater speed and with greater ease.
- This unique time computer can be used for any type of service or work for any length of time, computed in minutes or tenths of an hour.
- Calculagraph is a self-contained unit requiring NO master clock or special wiring.
- Some one in your office is manually figuring time cards for yesterday's jobs. FREE that clerk now for other duties . . . the man hours saved will pay for Calculagraph in a short time.

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press. As in any type of composition work, the time involved in correcting errors can often exceed that used in carrying out the rest of the composition job.

A conventional method of correction is to cut out the incorrectly spelled, or composed area and "strip" in a replacement which has been cut from a separate sheet of composition. Stripping-in the correction can be both delicate and time-consuming work—if perfect alignment is to be achieved.

A procedure which will simplify the job and *guarantee* alignment is as follows:

1. Using a light box, place the form containing the incorrect composition on the light box glass.
2. Place the correct composition directly over the area to be corrected, bringing them into exact registration.
3. Using a razor blade, or cutting knife, cut through both papers simultaneously (this is the key to the procedure). The effect will be that you will have cut out the incorrect composition and at the same time cut the correct replacement composition to the exact size for insertion.
4. Fit the piece of correct composition into the cut-out opening. Since it can fit in only one way, the new composition simply has to be in exact alignment.

NEW LITERATURE

Handbook discusses industrial trucks

A 96-page *Handbook of Powered Industrial Trucks* has been issued by the Industrial Truck Association, 9th and F Sts., Washington 4, D. C. It is available at $5 per copy.

The publication is said to be the result of some three years' effort on the part of a number of the group's committees. It is divided into five sections: industrial truck applications, cost savings through industrial truck handling, planning for and selection of industrial truck engineering data, industrial trucks and the future.

The book contains many case

HOW YOU CAN SAVE THOUSANDS OF DOLLARS IN COFFEE-BREAK TIME!

Stop sacrificing 15 working days per employee every year—yet give employees all the benefits of regular coffee-breaks!

Actual studies show that coffee-breaks are beneficial. However, they do take each employee away from his job the equivalent of 15 full working days a year! Walking to and from the cafeteria and waiting in lines take lots of time—his time and *yours* to the incredible tune of thousands of dollars every year, even with as few as 20 employees. What to do? Everything's been tried from coffee pots to catering services—but nothing's proved entirely satisfactory till now!

You save! Employees save! The amazing new Westinghouse HOT and COLD Drink Center serves piping hot water for coffee, tea, soups—*right on the job!* It lets you keep the coffee-break under control at all times—yet gives your employees a refreshing lift! It saves your company not hundreds but thousands of dollars in coffee-break time annually . . . while saving your employees 4¢ on every cup they drink!

Talk about convenience! The Westinghouse HOT and COLD makes hot drinks available to everyone *instantly!* No more going out or sending out for coffee. No more making up lists or cleaning hot plates and coffee makers or bothering with an expensive catering service. Employees really like having their own Hot Drink Center so handy. And it serves all the refreshing cold drinking water they want, too—yet takes up only 14 inches square of floor space!

Get the complete money-saving story! The coffee-break problem has already been solved for employers in every type of business, both big and little—thanks to the new Westinghouse HOT and COLD Drink Center. They say it's the only practical way to control the coffee-break with employee approval. But, get all the money-saving facts yourself. *Mail the coupon today. No obligation on your part.*

FREE!

HOT and COLD "STARTER PAK" of instant beverages to show you just how quick, convenient and tasty coffee-breaks can be!



Mail coupon now!

Westinghouse, Springfield Works, Springfield, Mass.

Gentlemen: Please send me a FREE HOT and COLD "STARTER PAK" of instant coffee, cocoa, tea, soups. Also, complete information on new Westinghouse HOT and COLD Drink Center.

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Company_____

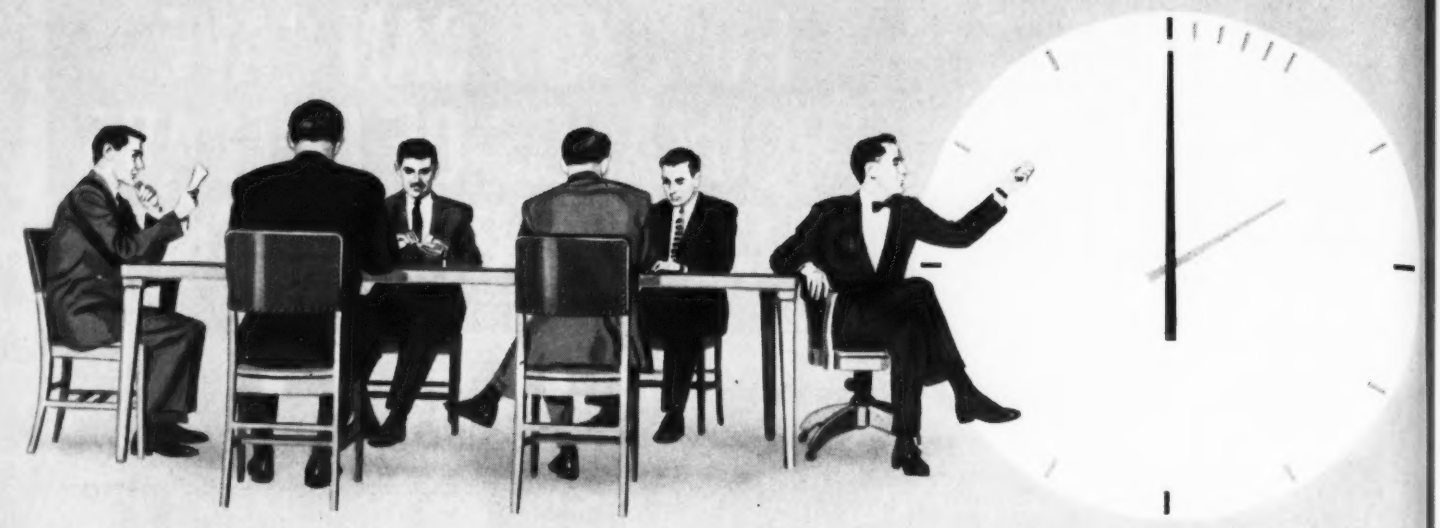
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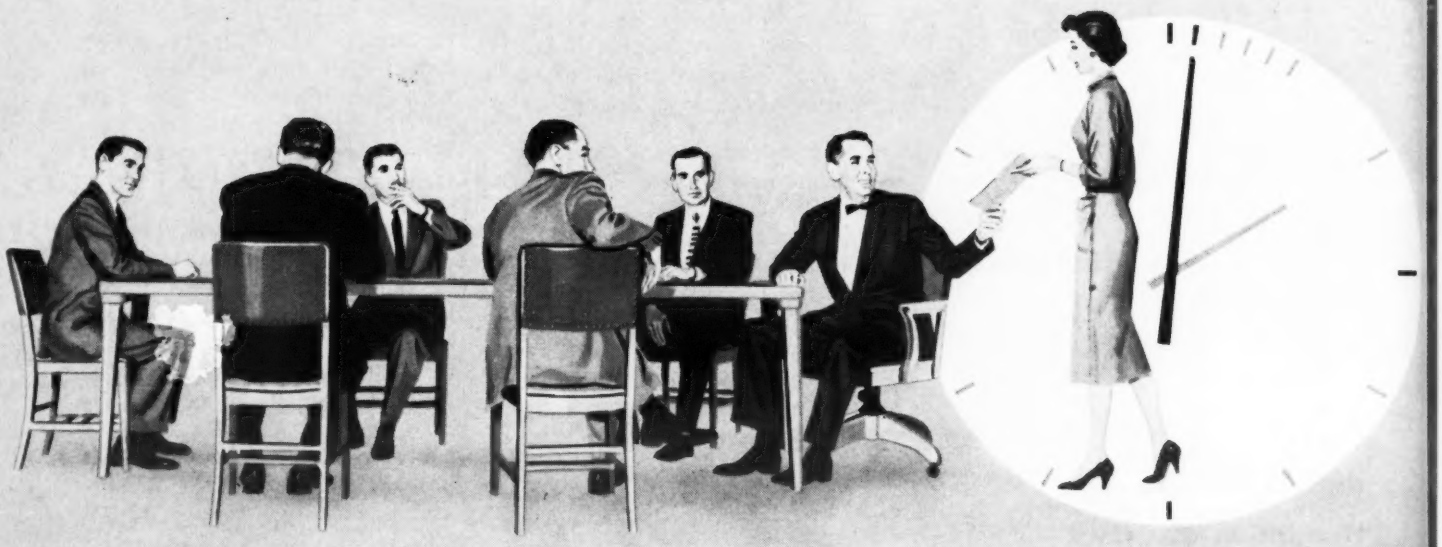
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A Remington Rand representative can start you toward solving one of the most costly and time-consuming problems in business today! That's the management of your records . . . the fine art of filing *and* finding. You can be sure that he will recommend just the right filing systems, controls and equipment, because *we make them all!* Write for free booklets LBV654 and LBV805 to Room 2109, 315 Fourth Avenue, New York 10, New York.

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studies as well as nearly 200 illustrations of various truck types, attachments, containers and load carrying devices. Numerous engineering tables, graphs and charts also are included.

Folder shows multi-room setups

Increasing space costs and the need for changing work space requirements have turned some firms to multi-purpose room setups, according to a folder issued by Howe Folding Furniture.

Devices shown in use include sliding wall partitions, built in audio-visual training aids and folding tables.

For a free copy, circle number 648 on the Reader Service Card.

Guidebook issued on personnel policies

Mutual of New York is offering a "how to" manual covering varied phases of personnel administration which touches upon 19 different areas where policy should be established.

The 60-page booklet is entitled *Guidebook to a Modern Personnel Program*, and was prepared by the insurance company's Personnel Division. The book's format provides space in each section where the reader may jot down notes or ideas that occur to him.

For a free copy, circle number 650 on the Reader Service Card.

Booklet sets forth fire inspection code

Inspection, maintenance and protection of standpipe and inside hose systems are covered in a safety code published by the Fire Equipment Manufacturers' Association.

The eight-page, 8½ x 11 booklet, punched for conventional three-ring binder insertion, reviews the services performed by a standpipe and inside hose system, provides guidance for periodic inspection of all components of the system and discusses procedures for proper maintenance.

For a free copy, circle number 651 on the Reader Service Card.

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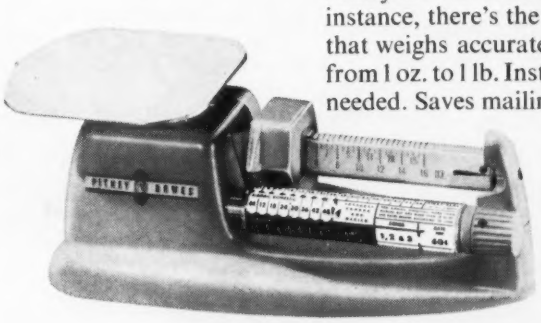
(For more information, see last page)

Lower the boom on postage waste!

If the mail scale in your office isn't dependably accurate, it will pad your annual postage expense, making you pay 6c for a 3c mailing—

Or, it *under*weighs a 6c mailing, and makes the recipient shell out 3c in "postage due." Too much of that could make customers start hating you. Bad business!

Check your scale. If it's a liar, junk it. Get a Pitney-Bowes scale and be forever safe . . . For instance, there's the new, low-cost model "4900" that weighs accurately for 1st or 3rd class mail, from 1 oz. to 1 lb. Instantly computes exact postage needed. Saves mailing time as well as postage.

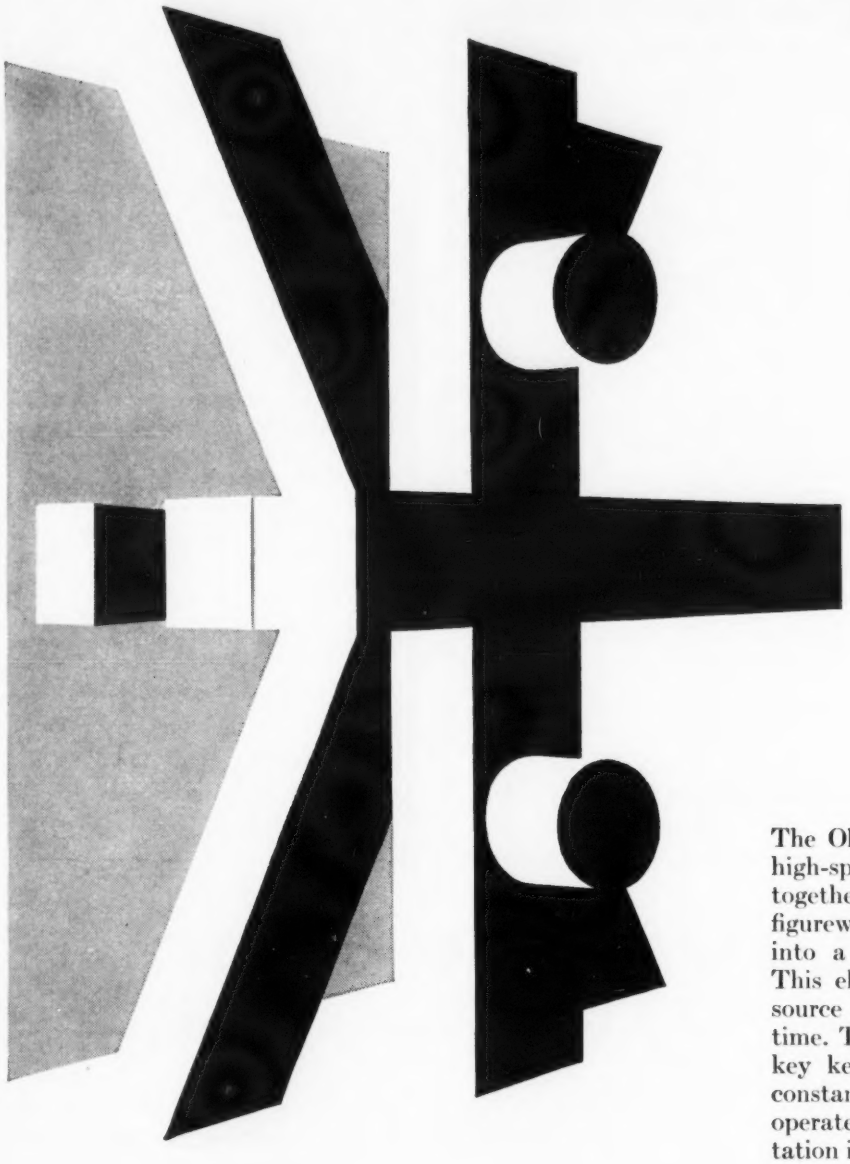


Five other PB scales are available. They include a parcel post model that weighs up to 70 lbs. Ask the nearest PB office to show you. Or write for our free illustrated booklet.

Free: *Ask for handy desk or wall chart of Postal Rates, with parcel post map and zone finder.*

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Mailing Scales
PITNEY-BOWES, INC., 4593 Walnut St., Stamford, Conn.
Made by the originator of the postage meter . . . offices in 107 cities in U.S. and Canada

(For more information, see last page)



The Olivetti Divisumma 24 is a new high-speed automatic calculator. It fits together the separate parts of a business figurework problem, combining them into a single continuing calculation. This eliminates re-entries, a frequent source of error, and saves considerable time. The machine, with its single 10-key keyboard and unique automatic constant and memory, is quite easy to operate. And, since no business computation is complete until it's on paper, it prints the full record of all calculations. For a demonstration, write Olivetti Corporation of America, 580 Fifth Avenue, New York 36, N. Y.

olivetti



(For more information, see last page)

 (Continued from page 39)

knowledge of group feeling and the why's behind it can be gained. The Goetz beer company, seeking a way to improve its position in a highly competitive industry, employed Ernest Dichter of the Motivation Research Institute to see what advertising claims could be made that would not be drowned in a sea of similar claims. Dr. Dichter found that the nearly unanimous effort to impress the public with claims of the dryness of the various beers was really con-



fusing the public: people did not believe that dryness was any answer to a thirst.

Goetz accordingly changed to a new theme of "Wet 'n Wonderful" and sales promptly rose by 70%. The company expects to keep fully half of this increase even after the new theme loses some of its initial excitement.

Use MR for leads not answers

As indicated in the table showing why teenagers turn away from breakfast cereal (page 78) there may be many motives behind any single action. One of the problems accompanying such research is the task of identifying the motives that pay off. Some of the motives uncovered do not influence many persons, some have little effectiveness of any kind, while others have to be weighed against one another so that a decision can be made as to which are the controlling ones.

When it is remembered that these motives were in most cases uncovered in the first place by an elaborate set of human judgments as to what the respondents really



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Production orders and spec sheets grouped in film strips by a famed New England instrument maker . . . . for better control, easy accessibility, fast reproduction.

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☐ **"How Otis Increased Control and Reduced Costs" (#211)**

Reprints also available on "Setting Up A Research Library" . . . . "Handling Personnel Records" . . . . and other utilizations of the Filmsort system. Your request for these reprints, from national technical and business periodicals, will receive prompt attention . . . . They will be sent without charge.

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a simple multiplying 10-key listing machine

Comptometer Comptograph "220M"

6 new features make figuring easier...

NEW Multiplication Key – electric short cut multiplication . . . even prints both factors and answer on two easy-to-read lines.

NEW High Speed – 220 cycles per minute. Over 30% faster than most other 10-key listing machines.

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Plus these wanted features – Exclusive Automatic Visi-Balance Window – Single Cycle Keys – Portability – Two Color Printing – Quiet Rotary Action – Streamlined Styling – Concealed Paper Roll.



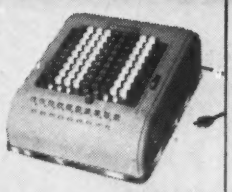
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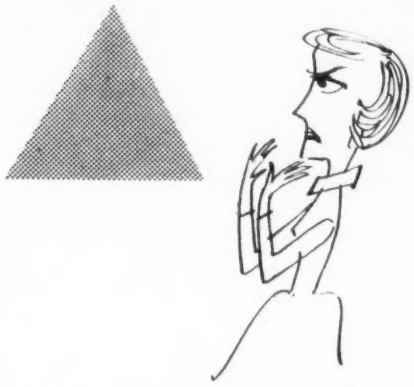
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(For more information, see last page)

meant, it becomes clear that this type of research does not hope to achieve final truth. Moreover, there are some things that motivation research is having its own troubles in even getting close to. Listen to Louis Cheskin of the Color Research Institute:

"Over the past 22 years the impact of a triangle has been



tested on some 170,000 respondents and it has been found that it has the greatest impact and memorability of any shape. But, for some reason, 90% of the women tested revealed unfavorable associations with triangles, although we haven't learned yet why."

Nonetheless, motivation research has already had a broad influence on sales thinking in this country. And it provides direct suggestions and leads that executives can themselves develop.

Use MR for the big questions

Motivation research is ordinarily best used with groups of some

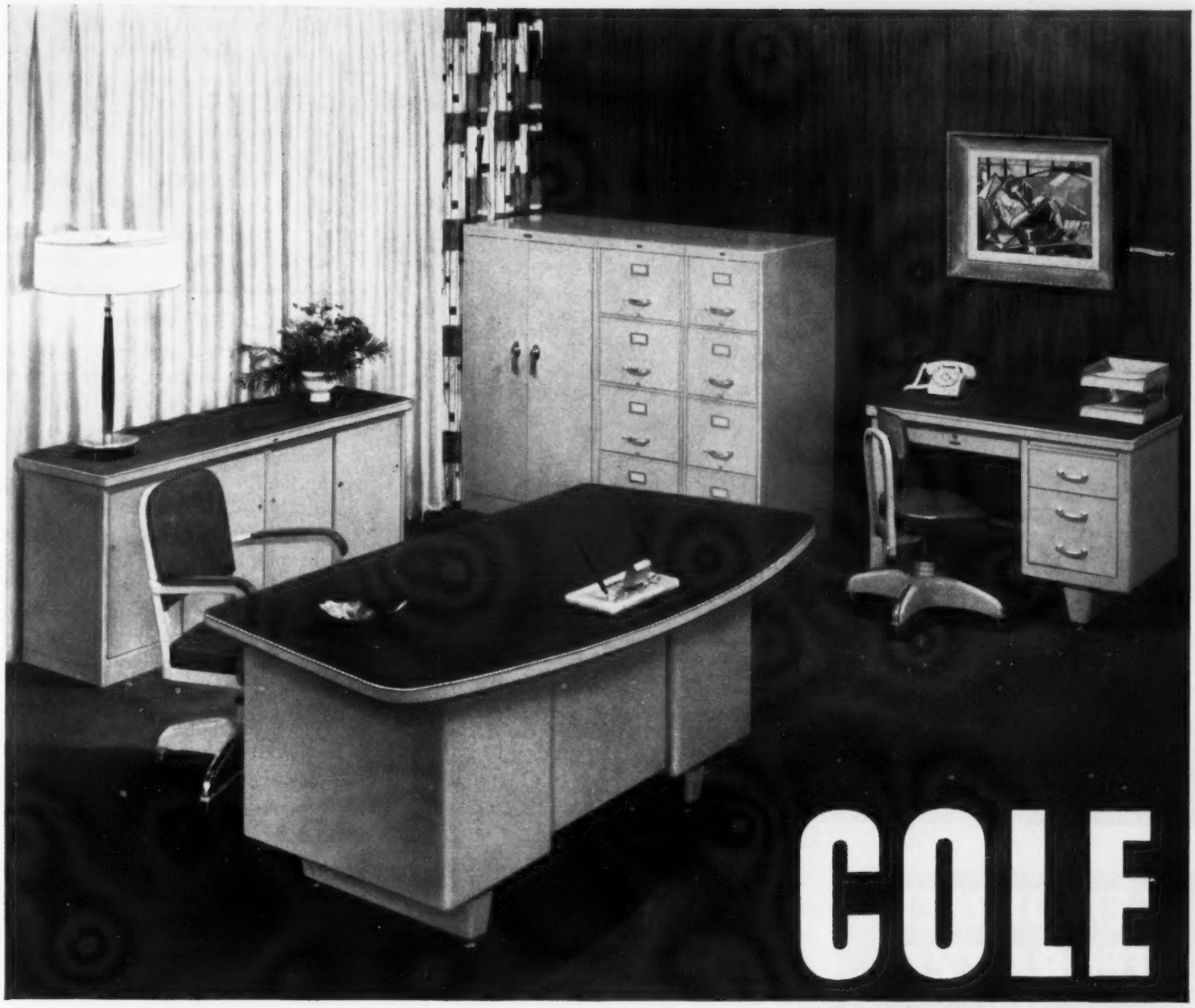
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ABOUT THE AUTHOR



Mackarness H. Goode has been associated with motivation research from the first days of its introduction in the advertising field, nearly 10 years ago. As a senior executive of the American Association of Advertising Agencies, he supervised the testing of thousands of people in nation-wide examinations using motivation techniques.

A frequent contributor to business and merchandising magazines, he is a member of the executive committee of Farley Manning Associates, New York public relations firm.



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COSTS LESS THAN YOU THINK . . . Across America, Cole Equipment has been chosen to convey the character of famous corporations. Create a new look for your office with Cole. Dollar for dollar, the greatest value in steel furniture.

"PRESIDENT'S" DESK 2 letter, 2 box and one center drawer. Size 78" x 40" ... **$275.00**

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Twice as many records in the same space with America's first space-saving filing system!



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Just 1 Visi-Shelf Filing Unit files the equivalent of 2 standard filing cabinets—in half the floor space!

TIME SAVING
Filing is *faster and easier* with Visi-Shelf's exclusive "Facile Guide Pull!"

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Visi-Shelf Filing Units are available from 7 to 10 openings High — With or Without Doors — Correspondence and Legal Sizes.

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(For more information, see last page)

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NEW DIMENSION IN FLOORING



Beauty, comfort, easy inexpensive maintenance; all this for your building with SURCO Thin Terrazzo.

This new dimension in flooring costs no more to install than tile in most cases, yet it provides your building with the unequaled dignity and beauty of terrazzo plus the resilience and comfort of hardwood flooring. It will last as long as the building. Best of all, maintenance cost is far less than the cost of maintaining resilient tile.

Thin Terrazzo made with SURCO, the oldest latex binder on the market, is the ideal flooring for corridors, offices, stores and restaurants. Send this coupon for more information.

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(For more information, see last page)

size. This makes it both more economical and more accurate than if an attempt was made to study, say 10 men in a single company division.

The question to be investigated should be also of such importance that the difficulties and risk of possible failure should be well repaid if the research is successful. Packing a tremendous wallop when it works, the new research resembles a wonder drug whose side effects have not yet been fully explored.

The safest rule of thumb is to treat MR just as the medical profession treats the new drugs, prescribing it not for the little jobs but for the big ones where whatever it does will be an important contribution, more effective than anything else tried to date.

Meanwhile, progress is being made from month to month in developing this research. In the not too distant future it will cease to be a wonder drug and will become a regular part of the executive's kit of techniques. m/m

Motives Can Be Complex

Breakfast cereal suddenly loses attractiveness for many children as they come into their teens. Although this is a widely observed occurrence, the reasons behind it are varied. In a survey for the Cereal Institute, Elmo Roper found a broad spectrum of reasons for this one result. Nine of them recurred a substantial number of times. No youngster was activated by all of them but nearly every teen-ager who had lost interest in cereal named two or more in varying combinations:

- Have lost enthusiasm for breakfast
- Want less bland-tasting food
- Find that cereal, like bread and butter, can be readily dropped off the menu
- Have less interest in prizes and premiums
- Want to lose weight
- Have come to dislike milk and hence the cereal that goes with it
- Think cereal eating is not adult
- Don't believe as much in the famous personalities associated with some of the cereals
- Think parents think that cereals are for children who are younger than I really am.



What would your secretary say?

JOIN the cheering section—get your secretary to enter Kodak's easy "Tell the boss" contest. All she has to do is answer the question above.

Aside from the fact that the prizes are plentiful and well worth shooting for, you and your secretary will find this contest educational. For what boss wouldn't like to learn how he can skip hours of paper work? And what secretary wouldn't be happier with far less typing?

A Kodak Verifax Copier makes 101 short cuts possible—like answering half the mail without dictation or typing... doing away with "I quote" memos . . . copying "all day" retyping jobs in 20 minutes.

Does more. This completely different copier makes 5 copies of anything in 1 minute for only 2½¢ each. Makes copies on paper, card stock, office forms. Even makes "masters" for offset and whiteprint machines.

Costs less. Priced as low as $148.

Misses nothing. Verifax copies are photo-exact from top to bottom.

Have your secretary pick up extra entry blanks and free copy of amusing Don Herold booklet on Verifax short cuts at nearest Verifax dealer. (See "yellow pages" under "photo-copying equipment.")

VERIFAX SIGNET COPIER only $148



Price shown is manufacturer's suggested price and subject to change without notice.

101 BIG PRIZES FOR SECRETARIES

PLUS 101 PRIZES FOR BOSSES



FIRST PRIZE for secretaries—*2-week, all-expense vacation for you and guest in either Miami Beach, Hollywood or New York.*

Choose Miami Beach and you'll stay at the fabulous Fontainebleau... Hollywood—the swank Beverly Hilton . . . New York—the world-famous Waldorf-Astoria. You'll enjoy superb cuisine, tops in entertainment, go everywhere, see everything—no end to thrills!

NOTHING TO BUY . . . SIMPLE RULES

1. You must be employed as a secretary, stenographer, or typist in the United States, or in its territories or possessions.
2. Send in as many entries as you wish. Write plainly or print each entry on an official entry blank, such as the attached coupon or blanks obtained at Kodak Verifax dealers. All entries must be postmarked no later than December 1, 1957 and received no later than December 10, 1957.
3. Entries will be judged on originality, humor, and aptness of thought by the Reuben H. Donnelley Corp. Duplicate prizes in case of ties. Judges' decision final. Entries, contents, and ideas therein become the property of Eastman Kodak Company for any and all purposes. No entries returned. All entries must be the original work of contestants and must be submitted in their own names. Employees of Eastman Kodak Company, its direct dealers, and its advertising agencies are ineligible.
4. This contest is subject to all federal, state and local regulations. Contest winners will be notified by mail. A complete list of winners will be mailed approximately eight weeks after close of contest to any person who requests it and sends a stamped, self-addressed envelope to Eastman Kodak Company, Box 114, Mt. Vernon, N. Y.

----------MAIL COUPON TODAY. Contest closes Dec. 1, 1957----------

EASTMAN KODAK COMPANY, Box 115, Mt. Vernon 10, N. Y. 197-11

Gentlemen: I'd tell my boss:_____

_____

_____

(answer in 20 words or less)

Name_____ I'm employed by_____

(Name of Company)

Company's Address_____ _____ _____

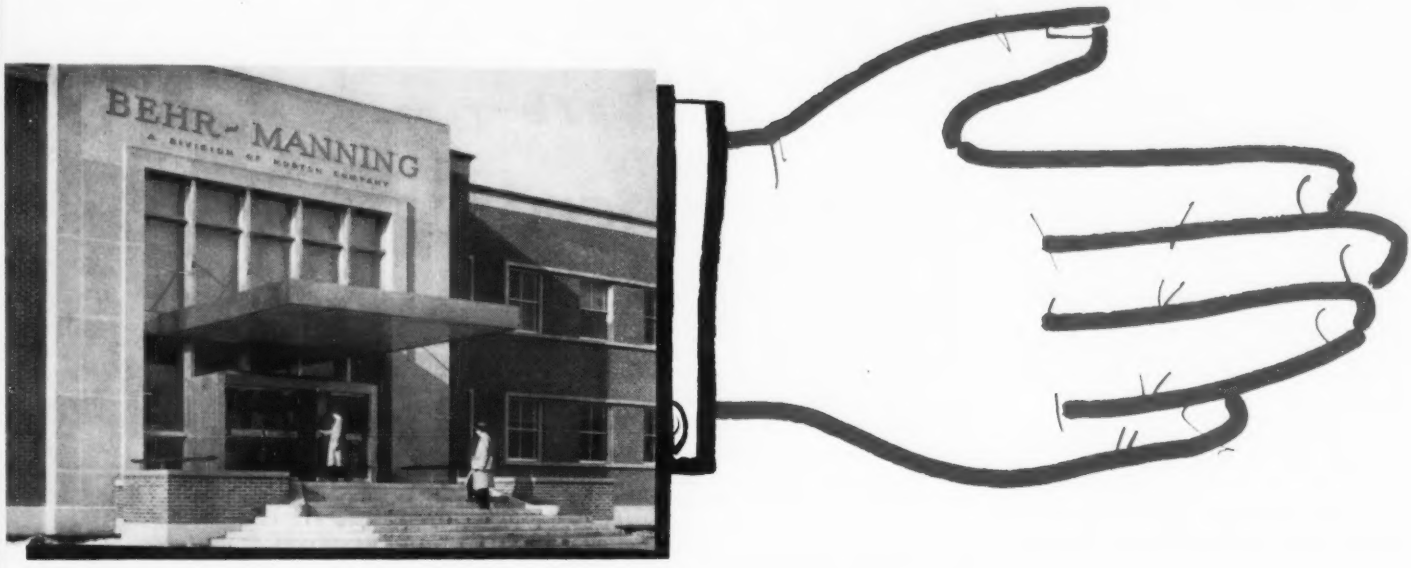
(street) (city) (state)

Boss's name_____

Kodak

(For more information, see last page)

How to welcome a visitor



Planned areas, decorated with hospitality in mind, can go far toward creating an atmosphere of friendliness and good will.

Do the people who visit your office feel like intruders or do they feel like welcome guests? The answer is up to you.

The corporate equivalent of the welcome mat is a vitally important part of the impression that a company makes upon its customers and upon the immediate community as well. Qualities of warmth, friendliness, and a general "glad to have you aboard" atmosphere can be created in a business office just as they are created in a home.

A fine example of what imaginative planning and careful attention to detail can do is seen in the Behr-Manning Corp. building in Watervliet, N. Y. From the exterior facade to the special executive lobby, areas have been planned and decorated for their comfort and appeal to guests as well as for functionalism for the company. m/m



Impressive two-story-high main lobby combines modern architectural planning and design with warmth of natural brick and wood. Terrazzo floor is softened by curve of teakwood balcony, round table with curved legs and artful use of massed plantings.



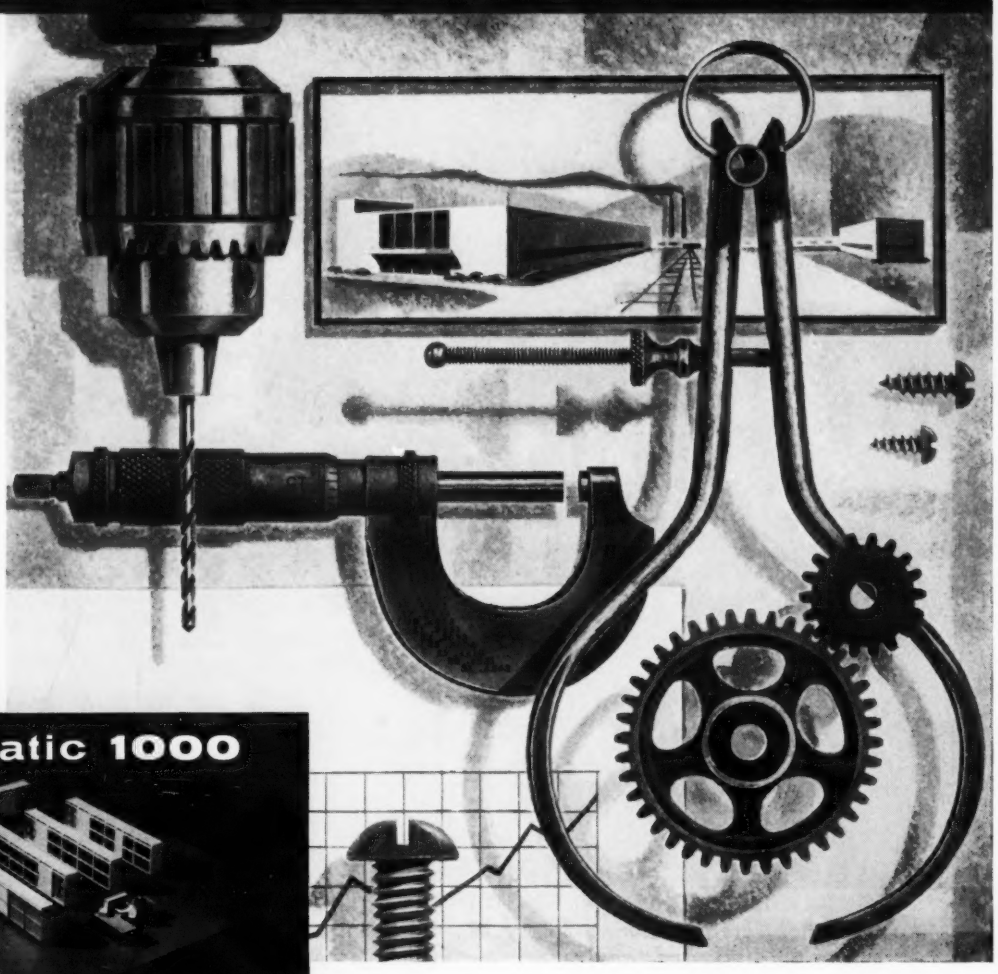
A second floor area measuring 20′ by 29′, has been set aside as a special executive lobby. Here again the warmth of red brick and wood paneling—this time walnut rather than teak—creates an atmosphere of elegance. Rectangular lines of brick, wood, sofa and two upholstered chairs, are balanced by round table, graceful lamps and curved detailing of two semi-upholstered chairs.

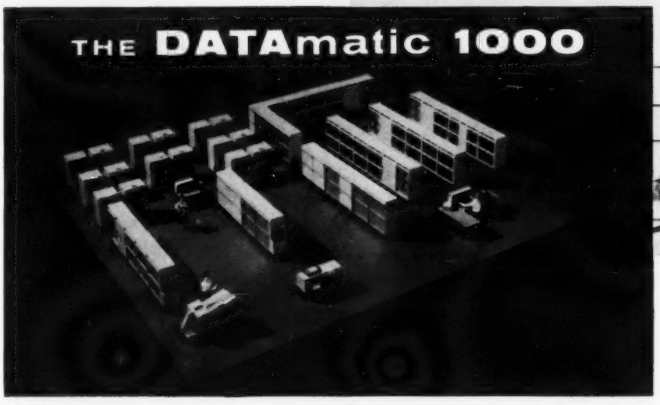
Multifold doors permit this 60′ by 34′ area to be divided into three separate dining or conference rooms, each 20′ by 34′. Identical window treatment tie three areas into one when room is used as single unit.



THE GIANT STEP FORWARD IN BUSINESS DATA PROCESSING

How a large manufacturer will process complete production schedules in 1 hour a day!





This new Electronic Data Processing System solves the paperwork problems of large-scale business—

LARGE MANUFACTURER. The DATAmatic 1000 will compute and integrate production schedules and maintain inventory records for 100,000-unit weekly output (involving 8,000 basic types of devices and 15,000 part numbers) . . . compute payroll for 14,200 employees . . . perform labor distribution accounting for 8,000 production workers. *Sample performance:* Process complete production schedules in less than 1 hour a day!

HOSPITAL-MEDICAL SERVICE ASSOCIATION. The DATAmatic 1000 will maintain up-to-date 1,600,000 subscriber records, and process transactions such as billing, service reports and posting of receipts. *Sample performance:* Process an average of 25,000 daily transactions in 2 hours!

LEADING BANK. The DATAmatic 1000 will update 700,000 stockholder records, 100,000 deposit accounting records, 8,500 personal trust records and 65,000 installment loan accounts daily. *Sample performance:* Post an average of 4,000 daily changes into 700,000 stockholder records in less than 1 hour!

What sold these businesses on the DATAmatic 1000? Its amazing speeds, of course . . . but above all, the fact that this is the system designed *specifically* for business. All elements of the DATAmatic 1000 — processing speeds, file capacity, reliability, ease of programming — are perfectly combined for handling an almost limitless variety of large-scale operations.

Your organization may well find the DATAmatic 1000 ideal for cutting the costs of office processing work . . . and for providing management with accurate, up-to-the-minute reports on which to base daily decisions. Courses of instruction and programming are now available to help you determine its merits. If you are considering any large-scale data processing program, you will want to investigate the DATAmatic 1000. Our applications engineers will be glad to discuss it with you in complete detail.

DATAmatic
CORPORATION

151 Needham St. • Newton Highlands 61, Massachusetts

(For more information, see last page)

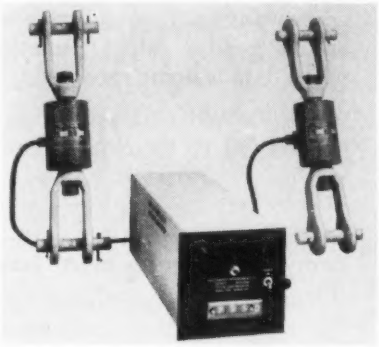
consensus

ELECTRONIC BRIEFS WORTH REPEATING

Digital weighing possible

A new system, applicable to laboratory and production batch weighing alike, now makes it possible to accomplish digital, electronic weighing.

Produced by Performance Measurements Co., the new system combines a load cell, containing strain gage pickup, with a digital indicator.



Accuracy is claimed at 0.1% and reliability at one part in 10,000, using four number wheels. Output readings may be calibrated in any convenient measure, such as ounces or pounds, but it can also be calibrated in pieces.

The system is also available with coded digital output for connection to computers or central recording stations.

For further information, circle number 640 on the Reader Service Card.

Market transmitter-receiver

A machine for sending, receiving and checking data encoded in more than five channels of punched tape over regular commercial wire services has been announced by Friden Calculating Machine Co.

Called the Teledata, the new device eliminates present limitations in wire transmitting information used in integrated data processing systems. Orders from offices to distant plants can now

How to get your shipments out faster, at less cost

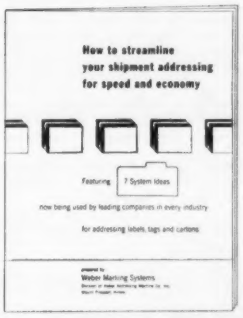
New 16-page booklet shows how easily it can be done through more systematic addressing of cartons, labels and tags

Slow, old-fashioned methods of stenciling and labeling can seriously delay your shipments. While a shipment sits on the dock ready to go, an office girl is writing out labels by hand. While a stack of cartons waits to be stenciled, a shipping clerk spends precious minutes looking through the files for the right stencilboard. And, because the pressure is on the shipping department to get orders out quickly, cartons are improperly marked and then lost enroute.

A vital operation

The stenciling and labeling of shipments is one of the most important operations in the plant because nothing gets shipped until it's been addressed. You can have the most carefully laid plans for getting your product from the production line to your customer, but if it isn't labeled, tagged or stenciled it never gets out of the plant.

Efficiency-wise companies are rapidly discovering that the key to a really efficient shipping operation is a system for addressing. This system should be fast, inexpensive, require a minimum of labor, and be tailored to your particular order-processing and material handling procedure.



Available now . . . Send for your free copy

CONTAINS USEFUL INFORMATION

- How to determine the efficiency of your present shipment addressing operation
- The key to a modern, efficient shipping department
- The latest direct-to-carton stenciling systems
- Printing and addressing your shipping labels in one operation
- How to prepare your shipping stencils with your order-invoice or bill-of-lading forms

Comprehensive booklet

In the 16-page booklet offered here you will find such a system. Thousands of companies who have already adopted them have cut their shipment addressing time by as much as 50% to 70%. Send for your free booklet. There is no obligation.

Weber Marking Systems Div. of Weber Addressing Machine Co., Inc., Mount Prospect, Illinois

Sales and service in all principal cities

Weber

WEBER MARKING SYSTEMS
Dept. 9-K
Mount Prospect, Ill.

Kindly send us a copy of *How to streamline your shipment addressing for speed and economy.*

COMPANY_____

INDIVIDUAL_____

POSITION_____

ADDRESS_____

CITY_____ ZONE____ STATE_____

(For more information, see last page)



(For more information, see last page)

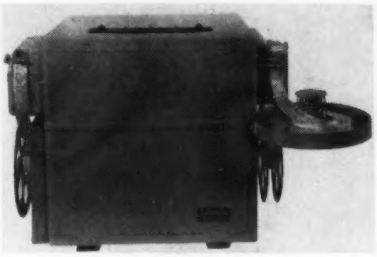


(For more information, see last page)

be transmitted for five-, six-, seven- and eight-channel tape.

It is claimed that telephone circuits, micro-wave systems and other channels of communication can also be used.

The device consists of a tape



reader, which is in operation when transmitting information, and a reader which functions when data is being received.

For further information, circle number 641 on the Reader Service Card.

Army issues equipment book

Users and prospective users of electronic digital computers will find aid in the choice of proper equipment in the U. S. Army's new report of engineering and programming characteristics of 103 commercially available systems.

Containing 439 pages, the report is available at $7 per copy from OTS, U. S. Department of Commerce, Washington. It is known as PB 111996-R, *A Second Survey of Domestic Electronic Digital Computing Systems*, and has been compiled by M. H. Weik, Ballistic Research Laboratories, Aberdeen, Md. Proving Ground.

The book has been published essentially for the use of government agencies and their private contractors. For potential computer users, data is provided for applications, cost, personnel requirements, and power and space requirements for specific systems. Reliability problems are also dealt with.

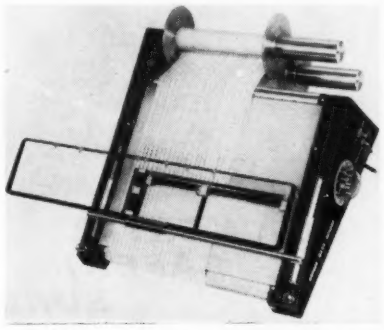
Each of the 103 systems is pictured. Also included are an analysis of data from the survey on which the report is based, comparative tables, a discussion of trends, a bibliography and a glossary of computer engineering; programming terminology.

New oscillogram reader

The model R-1 is a new oscillogram reader just produced by the Gerber Scientific Instrument Co.

It is said to be capable of handling any number of linear or non-linear channels, correcting for linear or non-linear scale factors and automatically correcting for the zero line location of each channel. The manufacturer claims that tracking, record damage and record tension problems have been "virtually eliminated."

Some features of the R-1 include expendable strawboard rolls that can be loaded in the darkroom, push button operation forward or reverse from



panel or with foot switch, special variable scale for linearizing all channels and adjustable speed drive with variable control.

For further information, circle number 653 on the Reader Service Card.

Produce medium price system

A general purpose electronic data processing system which will be priced at about one-half the cost of similar capacity systems has been put into production by the ElectroData Division of Burroughs Corp.

Known as Datatron 220, it is said to be the first medium-priced digital system with full magnetic core memory, and is called by company officials "a major breach in the computer cost-barrier."

The new system combines large-scale computing abilities for scientific problem-solving—requiring speed and data manipulation—with those needed for business data processing, where volume capacity for automatic record handling is essential. Basic arithmetic speeds of Datatron 220 are said to be over 300,000 additions or subtractions, 30,000 multiplications and 15,000 divisions per minute. Up to 600 million characters can be filed electronically.

For further information, circle number 642 on the Reader Service Card.

Department store automates

Automation has come to the department store.

Burdine's of Miami, Fla., has installed in one of its branch operations what is believed to be the nation's first fully integrated electronic data processing system. It records a customer's transaction in 10 seconds and computes daily totals at 24,000 additions per minute.

Using 43 Clary Transactors and a Royal McBee computer, the system automatically writes a sales check and simultaneously prints sales information on tapes by means of an electronic punch. Fed through the computer, these tapes provide man-



"We're wasting plenty of money with old-fashioned hand collating methods."

"The way I figure it, it's costing us 5 times more than it should!"





"Take my advice... get all the facts about a Thomas Collator today!"

Costly time, wasted effort, unnecessary fatigue and lowered morale go hand in hand with hand gathering bulletins, price lists, reports and other duplicated sheets into sets . . . not to mention the hundreds—even thousands of dollars wasted because of this old fashion method.

With the new, improved Thomas Collator you eliminate this needless waste of time and dollars, perk up morale and get rush jobs out . . . *without rushing.* It is simple to operate, there are virtually no maintenance problems and the investment is unusually low (in some cases, less than the average typewriter).

Thomas Collators are available either pedal or electrically operated—in a wide variety of capacities to meet your particular requirements. Send today for complete descriptive information.

Thomas Collators Inc.

50 Church Street *Dept. D*

New York 7, N. Y.

More In Use Than All Other Makes Combined



(For more information, see last page)

Now Heyer offers Push-button Duplicating

...at little more than the price of some hand-operated machines



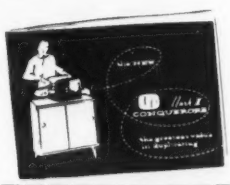
Heyer MODEL 76A *Mark II*

CONQUEROR
SPIRIT DUPLICATOR

$299.50 Plus Tax

Every office duplicating job can be done much more easily on the new Model 76 Mark II Conqueror automatic electric duplicator. It delivers 110 clear, crisp copies per minute in 1 to 5 colors . . . *at a fraction of a cent per copy.* Its constant speed produces better and more uniform copies; it frees the operator so that the copies can be observed; and most important . . . there's no effort on the operator's part, for this new Conqueror runs without watching, and even *turns off automatically.* The Model 76 Mark II offers all this, *plus* new engineering improvements . . . at a price that can't be matched!

Send for this FREE Booklet *TODAY!*



11-57

The HEYER Corporation
1832 S. Kostner Ave., Chicago 23, Ill.
Please send FREE 16 pg. booklet on Heyer Mark II Conqueror duplicators.

NAME_____

COMPANY_____

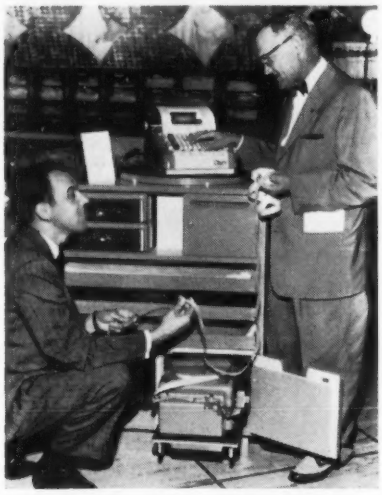
ADDRESS_____

CITY_____ STATE_____

(For more information, see last page)

agement with a complete picture of the store's daily business, in from two to five hours, depending upon the day's volume.

Thus, Burdine's can now gather in a few hours sales information that previously took days or



even weeks to compile. Included is such data as:

total sales for the day
total sales by department
total sales by classification within a department
total collected for taxes, both state and federal
total collected for special charges
total sales by type, such as charge, COD, cash, etc.

Among other advantages the store has noted since introducing the new system are faster customer service and fewer resultant "walkout dollars" from impatient customers, elimination of arithmetical errors, reduction of bookkeeping time, simplified training program for new sales clerks and freedom to shift clerks to heavy traffic departments when needed.

Burdine's plans to install the new data processing system in its other stores in the Miami area.

Visicorder has 36 channels

Designed to provide wide and convenient use of the advanced Visicorder principle of direct recording, a new 36-channel oscillograph has been introduced by the Heiland division of Minneapolis-Honeywell Regulator Co.

The new instrument, known as the Model 1012 Visicorder, is

Coffee-Break Maintenance!

with

BAKER SCAFFOLDS



QUICKER! SAFER! SURER!

No need to impair office efficiency and production for such maintenance jobs as fluorescent tube replacements. The Baker Scaffold, which has no X-Bracing, can be rolled to the site easily and quickly and the job done in a matter of minutes.

For greater heights, the Baker Scaffold is easily stacked—and for large areas, quickly assembled in combinations.

Write for Bulletin 576 today. Learn more about this great tool for efficient maintenance.

Listed under Re-examination Service Underwriters' Laboratories, Inc.

Distributors in Principal Cities
BAKER-ROOS, INC.
P. O. Box 892, Indianapolis 6, Indiana



BAKER-ROOS, INC. MM
P. O. Box 892, Indianapolis 6, Indiana

Gentlemen: Please send me full details and photos of Baker Scaffolds in action, without obligation.

Name_____

Business_____

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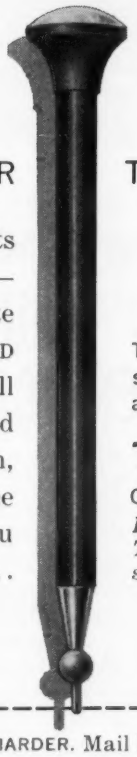


WORK SMARTER...NOT HARDER!

Electronic Longhand

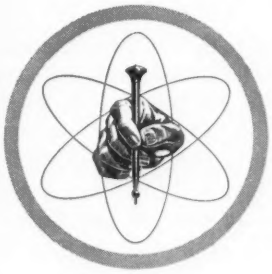
PROVES THE PEN IS MIGHTIER THAN THE PILL!

When executive nerves are wracked and budgets wrecked by delays, errors or inefficiencies in operations — don't reach for a pill, reach for an Electronic Pen — and write your own ticket to tranquility! ELECTRONIC LONGHAND instantly delivers accurate, handwritten messages to all concerned — eliminates misunderstandings . . . switchboard tie-ups . . . busy signals. And your orders get *fast* action, providing closer control, swifter, smoother operations. To see for yourself how ELECTRONIC LONGHAND will help you *work smarter,* not *harder* — mail this coupon today . . .



TelAutograph* telescriber systems of Electronic Longhand are manufactured by

TelAutograph* CORPORATION
Pioneer in Telecommunications since 1888



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Yes Sir! I want to WORK SMARTER, NOT HARDER. Mail literature on *Electronic Longhand*

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COMPANY _____

STREET _____ CITY _____

COUNTY _____ STATE _____

TYPE OF BUSINESS _____

TELAUTOGRAPH CORPORATION • 8700 Bellanca Ave., Los Angeles 45, California Dept. B-11

(For more information, see last page)

The Prudential Insurance Company of America



. . . In addition to inter-office mail, an average of 30 bags of mail are received and distributed before noon through 10 floors of its New York office without tying up messengers and elevators.

Colgate Palmolive Co.



. . . Loads and unloads over 70,000 pieces of mail daily—with delivery every half-hour, thanks to its Selective Vertical Conveyor.

....*Automatically* move mountains of mail with LAMSON SELECTIVE VERTICAL CONVEYORS

For floor-to-floor transfer of mail, modern business uses Lamson Selective Vertical Conveyors. The conveyors carry correspondence and other items in deep, individual trays, serving all floors of a multi-story installation simultaneously, at a rate of ten dispatches per minute.

In performing all operations *automatically,* Lamson Selective Vertical Conveyors assure a uniform and regular flow of paperwork . . . avoiding "batch" deliveries . . . and maintain a level work load within all departments at all times. Elevator service, too, is materially improved since inter-floor messengers no longer "crowd out" passengers.

Why not talk over your vertical-transfer-of-materials-problems with a Lamson engineer? He'll show you ways to increase efficiency and cut costs.

LAMSON

Valuable Information! Clip to Your Letterhead

☐ Have an engineer call me for an appointment.

☐ Send me the 12-page catalog on Lamson Selective Vertical Conveyors.

116

LAMSON CORPORATION

116 Lamson Street, Syracuse 1, New York

Plants in Syracuse and San Francisco
Offices in Principal Cities

(For more information, see last page)

said to produce records that are immediately visible and usable, recording directly on paper that requires no processing of any kind. This technique makes possible an oscillograph that combines the best features of fast-writing photographic types and the convenience of direct-writers, without the disadvantages of either, according to the manufacturer.

A number of new features are incorporated into the Visicorder, in addition to its large number of channels. They include recording of grid lines simultaneously with time lines and galvanometer traces, push-button control for speed changes and location of controls on the face of the instrument for instant use, no matter how it is mounted. In each of three ranges, the instrument has five speeds, from 0.1 to 160 inches per second.

Writing speed of up to 20,000 inches per second is claimed.

For further information, circle number 654 on the Reader Service Card.

Movable computer bows

A computer mounted on wheels has been introduced by IBM. Known as the 610 Auto-Point, the new electronic, spinet-size device can be rolled from one location to another to perform many of the tasks previously handled by larger calculators, including those in the $1 million or more class.

Outstanding features of the new computer are automatic positioning of the decimal point and simplicity of operation. It includes a high-speed, general purpose magnetic drum "memory," usually found only in giant electronic data processing systems.

The 610 is self-contained, from initial programming to final output on punched tape or on an IBM electric typewriter. The new machine weighs 1/60th as much as a typical large scale computer. It can be purchased for $55,000, or rented for $1,150 per month.

For further information, circle number 655 on the Reader Service Card.

SPECIAL CLOSE-OUT SALE *price slashed to $9 (from $19)* *on 1956 edition of* WORKSHOP FOR MANAGEMENT



Answers to how major American firms identify and solve their operating problems.

FREE TRIAL: ***Examine this 500-page, fact-packed, illustrated book for five days without obligation.***

Here is a book described as a **management treasure trove.** WORKSHOP FOR MANAGEMENT is being used by thousands of operating executives right now to add dollars to their profit.

A few hundred copies of WORKSHOP FOR MANAGEMENT still remain in stock. Order your copy now at the special close-out sale price of only $9.

YOU SAVE $10

Orders will be filled on a first-come-first-served basis while copies last. Use coupon below to get WORKSHOP FOR MANAGEMENT for five days of free examination.

A PRACTICAL SYMPOSIUM THAT GIVES THE ANSWERS TO MANAGEMENT PROBLEMS

Here is a book that covers all major areas for improving management methods, with special emphasis on Electronics and Operations Research. All of this material is current—and, almost without exception, has never been published before.

Why WORKSHOP FOR MANAGEMENT is different:

This book wasn't "written"—it's a carefully edited transcript of one of the most complete management conferences and workshops ever conducted. It deals in end results—the practical experiences of the people who attended a recent Systems and Procedures Association conference in Detroit.

IS IT JUST ANOTHER "CONFERENCE PROCEEDINGS"?

No! Unlike most conferences, there were very few "speeches" at this meeting. Its 2,000 attendees were there specifically to *exchange* ideas—practical ideas. Careful editing by the editors of *Management Methods* magazine has removed all purely local asides and repetitions. What remains is a solid, fact-filled presentation, superbly organized and liberally illustrated.

HOW SHOULD "WORKSHOP" BE USED?

You won't want to read it from cover-to-cover at one sitting—or even a dozen. You will want to glance through the Table of Contents immediately for quick help on problems that concern you right now.

Since most internal operating problems overlap in many fields, you will also want to refer to the detailed index that coordinates all information in the 500 pages.

WHAT ABOUT THE SUBJECT MATTER?

Consult the Table of Contents. Each of these subjects is covered by a practical businessman, or by several men, each personally concerned with how to simplify and reduce the cost of running a business. Each has avoided "theory" and devoted himself to proved-in-practice solutions.

HOW WAS IT POSSIBLE TO COVER SO MANY SUBJECTS IN A THREE-DAY CONFERENCE?

Each attendee had his choice of dozens of sessions he could attend. These sessions ran simultaneously, in different rooms. Obviously, a man could not be in more than one place at one time. But you—with this volume in your hands—can cover the whole conference.

5-DAY FREE EXAMINATION PRIVILEGE ▶

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Work simplification before automation
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Survey of General Purpose Computers
Training personnel for Electronics
Installing a large scale computer
Some early experience with Univac
EDP for production and inventory control
EDP for billing and accounting
Integrated data processing
Integrated data processing at Alcoa

II. OPERATIONS RESEARCH
Introduction to Operations Research
Organizing for Operations Research
O.R. applied to production control
O.R. applied to inventory management

III. GENERAL MANAGEMENT
Central intelligence program for management
A management improvement program
Conference leadership
Job shred-out: management simplification
Organization planning
Application of statistics to business
Measuring office work for incentive
Statistical controls for performance

IV. METHODS AND TECHNIQUES
Work measurement
Yardsticks for punched card uses
Gaining acceptance of the system's program
Organizing a Systems & Procedures Dept.
Procedures for the Procedure Writer
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Information handling

This coupon brings you a free trial copy of "Workshop"

Management Publishing Corporation, *Suite A-11*

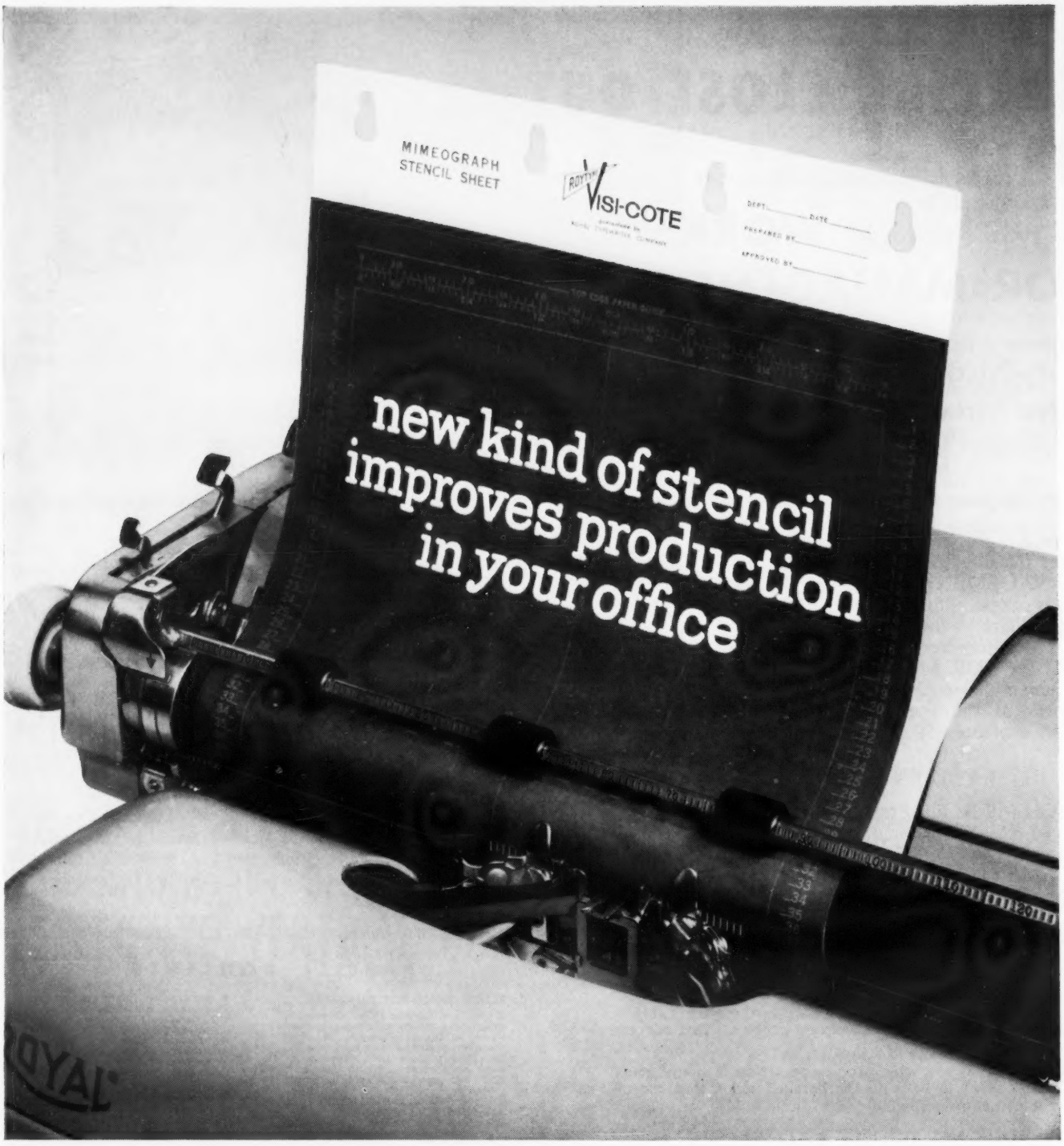
22 West Putnam Avenue, Greenwich, Connecticut

Please send me for a five-day **FREE EXAMINATION** a copy of "Workshop for Management." Within five days I will either send payment for $9, or return the book without obligation.

NAME .....

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How to help foreign-born workers break the language barrier



Ryerson turned to Chicago's Board of Education for help in giving displaced persons the language training they needed.

If foreign-born employees in your company are having difficulty understanding instructions as to the nature of their jobs, your solution might be to follow the example of Joseph T. Ryerson & Sons, Inc., Chicago steel warehouse company.

Ryerson's solution to the problem was to establish classes in English in which 113 of the company's 1,900 employees participated. Ryerson turned for help to the Division of Americanization of the Chicago Board of Education. This division was anxious to help by setting up four sets of language classes, held from September until June, each meeting for an hour and a half twice each week.

Two teachers, John Light and Gerald Heing, were assigned by the city's educational officials to conduct the classes, while Ryerson supplied text books and work materials prescribed by the Board of Education. The company also supplied comic book style material developed by the National Safety Council, to aid the men in guarding against the most common causes of accidents.

Other material developed by the company was employed to familiarize the men with terminology peculiar to the steel industry. One common problem: how to switch from the metric system of measures, with which most of the men had been familiar, to feet and inches which are used to give steel dimensions and which appear on many papers Ryerson employees are required to handle.

Mr. Light, who is the instructor shown in the above photograph, has had, like his colleague, extensive experience in teaching English to foreign-born persons. He is enthusiastic about the progress of the Ryerson group.

According to the teachers, at the end of the nine-month basic course of instruction the men had gained enough knowledge of the English language, and of American customs in general and of steel industry practices in particular, to get along at work without difficulty.

"They comprehend the spoken word much sooner than they are able to read and write English," instructor Light commented, "and within a comparatively short time are able to follow verbal instructions of their foreman or supervisor."

According to Claude J. Peck, Jr., manager of plant and community relations for Ryerson at Chicago, "The response to our initial proposal far exceeded our expectations. The men are enthusiastic, very eager to learn, and we are gratified over their keen desire to become employees and to know more about our way of life and what is expected of them when they become citizens." m/m



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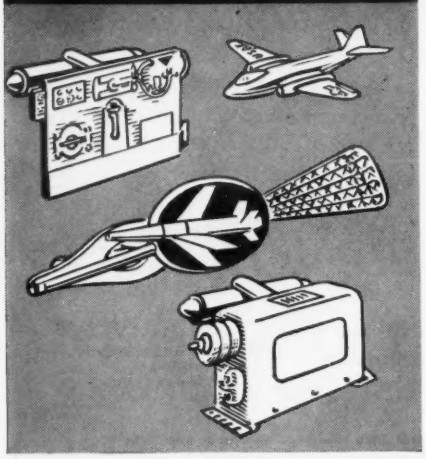
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Pension Plan

(Continued from page 34)

hicle for employee thrift since such contributions with interest are returned to the participant when his services are terminated, or are refunded to a beneficiary in the event of death. It has also been stated that some employees may be hesitant in pressing for greater protection where the plan is on a joint-contributory basis if it is known that contributions may be correspondingly increased.

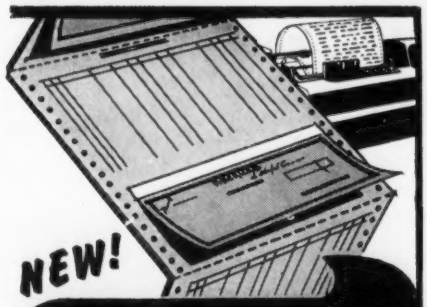
Offsetting factors

However, this may be offset by the following factors: 1) death benefits are being provided satisfactorily under the bank's group life insurance policy; 2) the non-contributory plan is less costly to administer; 3) the need is avoided for persuading newer and younger employees to participate; 4) in many cases, employees who are enrolled under the plan upon meeting the eligibility requirements feel that they are taking a reduction in salary when deductions commence upon enrollment under the bank's funded plan; 5) by assuming the cost, the bank can automatically include all employees in the funded plan and thus avoid the dilemma of a person who finds it economically difficult or who refuses to participate. (While this latter point is not particularly pertinent at present because of the high percentage of employee participation, this factor may become a real element in the future should the cost-of-living continue to have the same impact on take-home pay.)

As another alternative, some people currently concerned with pension planning feel that when a company can afford to spend more money on pensions the contributory arrangement should be continued, and any available additional funds applied toward the purchase of *increased benefits* or *higher annuity payments.*

This would be intended to overcome the effects of ever-increasing inflationary conditions and reduced purchasing power of the dollar confronting most pensioners today.

The preceding factors were intended to show the reasons for concluding that a non-contributory plan would be considered to be

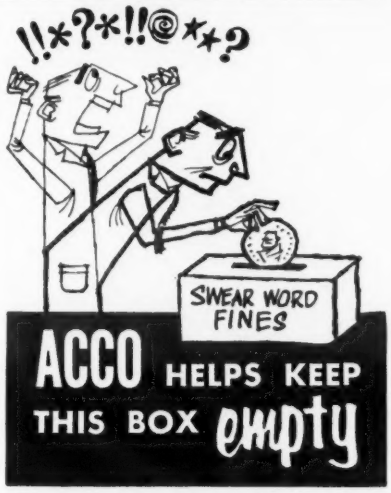


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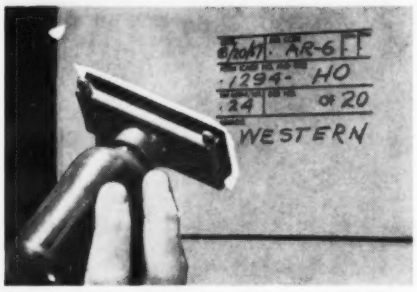
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advantageous at this time. In addition to the presence of industry-wide patterns where pensions are paid for entirely by the employer, there are other important advantages to be gained by the proposed revision of our retirement plan. This proposal would provide the answer to a pressing and current personnel problem. An even more important factor would be that of gaining employee satisfaction and good will. The rate of employee turnover when higher salary is a consideration, the standards in this area for bank pension plans, and practices of other savings banks in the community are all vital factors which have been considered in recommending the recasting of one of the most important features of our retirement plan. A non-contributory plan will provide satisfaction to all concerned.

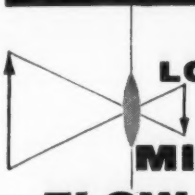
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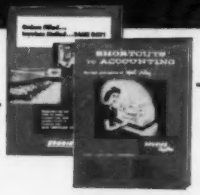
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(Continued from page 32)



"I'll say that any company that has enlightened management is impossible to organize—that's right, it's impossible to organize."

ods of lithography that are coming along.

Q. Even when the profit motive is directly involved?

A. Yes, even then—because there is always some risk involved. The boss may say to himself, "Well, look, if I buy and install this new electronic scanner and tell my customers that we can now produce a job in four hours that used to take three days, I may be successful for a couple of weeks, but then some bugs may appear." He is afraid he may have to revamp other operations to adjust to the new machine and thus make more and bigger changes. And this may mean risking more capital. Now, in addition to all that, the management may be fearful of how the union will react to the change or the new machine or whatever it is.

Q. Based on experience, don't you think management is justified in fearing unions in this respect? Union men may not walk around with sledge hammers anymore, but they have other kinds of sledge hammers.

A. I say that management is wise to be concerned about our attitude because, naturally, if men are not happy at their work or if we don't go along with management's thinking as to how certain methods should be applied, well, obviously there is going to be some trouble. The wisest solution is for management and labor to deal with these matters jointly, both going down the same avenue together.

Q. Yes, but you say that all union officials are not in a position to work with management for technological advancement, because they can't provide other jobs for the displaced workers.

A. That is true. It's a problem that remains to be resolved—again, through joint action. Featherbedding and other similar evils still exists on a widespread scale due to the improper harnessing of technological developments. The honest union official knows these things are wrong, but it comes down to a question of educating his members from a dead lift. This is extremely difficult. It takes a good deal of honesty and courage to do this educating job. Even though these evils are still prevalent, I think more union leaders—enlightened union leaders—are entering the picture and are beginning to handle this job of educating the rank and file.

Q. Mr. Swayduck, what motivated you to go into union work?



A. I backed into it, quite by accident. Years ago I was a pressman myself. It was about 17 years ago that the economy experienced this first real spiral of inflation; cost of living went up about 15%. Our union took the position that it would be grossly unfair if our people weren't given a wage increase. But the leadership wasn't having much luck presenting this point to management. I recommended that we

gather all the facts we could get, from the government and any and all other sources, and present our case to management based on these facts. Well, the president liked my ideas apparently because he appointed me chairman of the negotiating committee. We went after the facts, presented them to management and within three weeks had the cost of living increase handled to everyone's satisfaction. From that point on, people seemed to begin listening to my ideas.

Q. And that kind of acceptance of your ideas led you to the presidency?

A. Well, yes. It was one of my chief contentions then, as it is now, that it's the old-timers who resist change and new methods—the ones who fear for their security the most. About 12 years ago I put forth the idea that if we had a decent pension fund for our people, these older workers would not be so squeamish about accepting new methods. I proposed that we start talking about creating a pension fund so that the industry and the union wouldn't become just a dismal swamp. I pointed out that if we were going to be blocked by these older fellows, the whole thing could soon stagnate. Well, a committee was formed to work on the pension plan idea, but I didn't like the looseness of the way they were handling the situation. I began putting forth suggestions—I might say I did so sarcastically. Finally the leadership of the committee stepped aside and said to me, "Well, how about you coming up here and showing us how to do it." That was the biggest mistake they made. I showed them how. And as a result I was elected president of this local eight years ago.

Q. Since then you must have recognized that you possess some abilities—executive abilities—that are worth something. Hasn't it occurred to you that you might be doing better as an executive in a business organization, rather than in a union?

A. I might be doing better financially. My salary now is $20,000 and with expenses it amounts to about $23,000. And I might say that if a month goes by that I don't get an offer of a management job, I begin to think I'm slipping. But I'm having more fun this way. I like the challenge. My greatest enjoyment is teaching working men what is best for them. You know, I have more of a problem making my own members understand what their problems are than I do making management understand these things. Management invariably understands what we are trying to do for the workers and for the industry. It is the men themselves who really don't know. They need to be instructed in these things, and that's what I consider a big part of my job to be.

Q. How do you go about educating your people?



A. On the basis of facts, statistics, hard logic, history. I try to use facts in my job in the same way that a business executive tries to use facts in his. If your facts are right, you can convince people of what is right. But before you can show people what is right, you've got to have the guts to tell them where they are wrong.

Q. What do your own union associates think of this attitude of yours that both unions and management have essentially the same goals?

A. I can answer that by relating a very exciting experience I had a few weeks ago when our international union held its convention in Chicago. I am chairman of the Technological Development Committee. At the convention, I made a committee recommendation that our international union put up $1 million, to be matched by the industry, for use in research to develop better lithographic equipment. When I had finished making

Unions like ALA's Local 1 have adopted industry's business methods: financial controls, paperwork simplification, appealing offices to attract good employees, and business machines to keep costs down.



my report and recommendation I had 100% support for the idea. In fact, some of the convention delegates said, "Let's make it $3 million—let's really do a job of developing new methods." That was the way they felt about it.

Q. Mr. Swayduck, if there are going to be good unions, there must be good union leaders. Where are unions going to get the qualified administrators they need?

A. I think it's part of the union leader's job to train people under him—bring them along. I'm doing that now, all the way down to the shop delegate level. Now some unions do more than that. They have set up scholarships to develop future leaders. When these young men finish their formal training, they are given the kind of jobs that will develop their executive and leadership skills. In addition, universities like Cornell and Rutgers conduct training programs for operating union leaders, just as there are many management development programs for operating business executives.

Q. Do you think these scholarships and training programs are sufficient to satisfy the need that the unions have for more and better leaders?

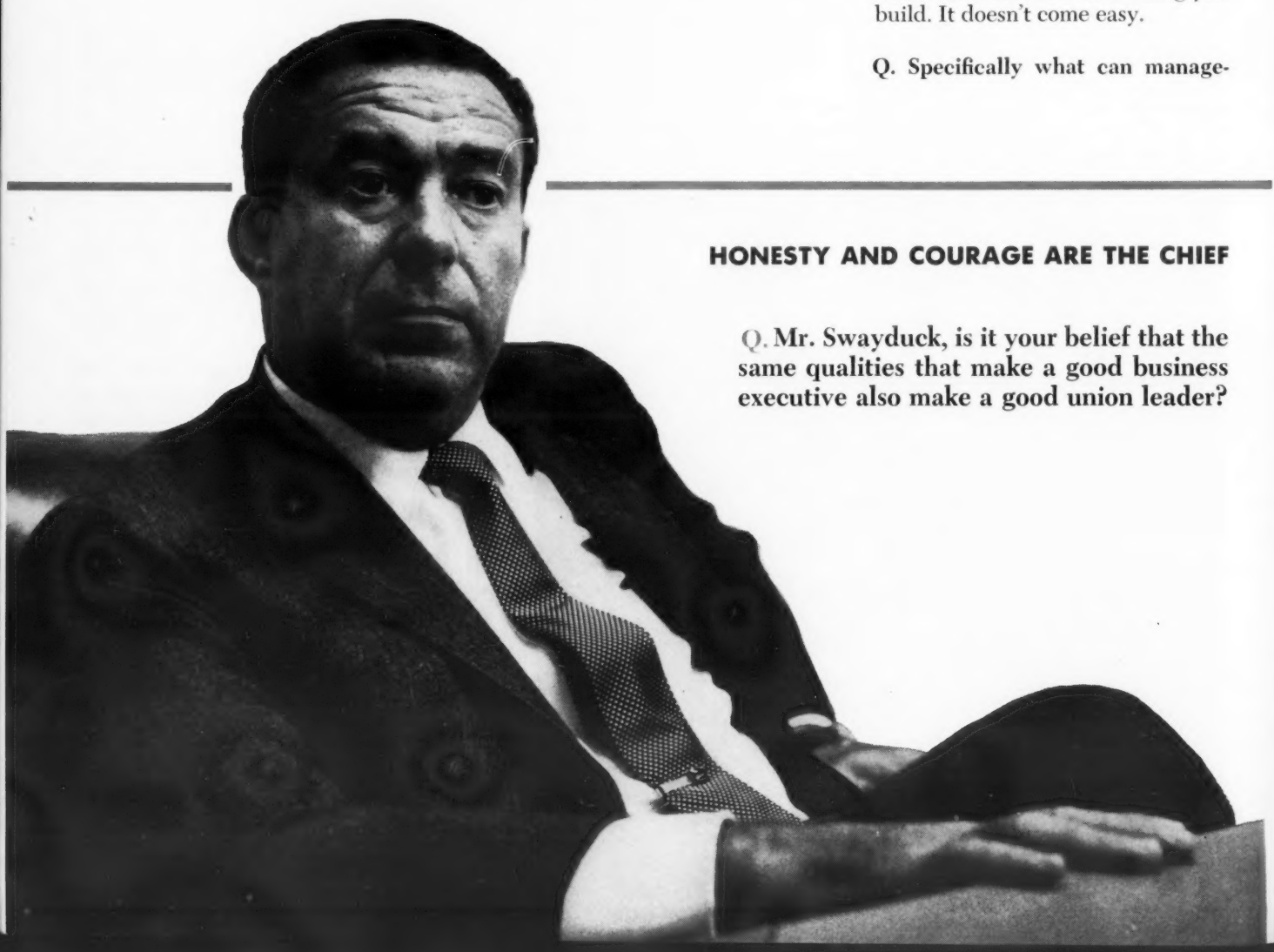
A. No, I don't. But I think that as the understanding between management and unions increases, and as it is recognized that both have about the same goals, more highly qualified executives will be attracted to union positions. As things stand now, most of our best union officials are lost to industry. Just as one example, Martin Grayson, who was international secretary-treasurer of our union and then a vice president, is now a division manager for Time-Life. In the last seven months, he has received six promotions. He's a top dog in business now.

Q. Mr. Swayduck, what do you feel is the biggest problem that exists at the present time in labor-management relations?



A. A lack of education. It is the same problem that exists in the United Nations—fear, mistrust and suspicion of the other guy. Union people and management people still don't understand each other the way they should and so each is still suspicious of what is going on in the other's mind. Each side asks itself, "What is this guy trying to get out of us?" A big stumbling block in labor-management relations will be removed when both sides begin to understand that they have common goals. But that comes only with education. It is something you build. It doesn't come easy.

Q. Specifically what can manage-



HONESTY AND COURAGE ARE THE CHIEF

Q. Mr. Swayduck, is it your belief that the same qualities that make a good business executive also make a good union leader?

lack of education -- fear and mistrust of the other guy."

ment people—and union people—do right now to break down this stumbling block?

A. You break down resistance and suspicion from the other side when you demonstrate a willingness to accept change if you find the position you have taken is no longer sound and in line with the times. Let me give you an example of what I mean. In 1949, our industry like many industries was suffering a business setback—a mild recession. We were scheduled to negotiate a new contract that year. But in view of the conditions, we told the employers that we would waive negotiations, that we felt it was best for the industry to simply renew the old contract. We didn't feel we could honestly ask for more than we had, under the circumstances, so we waived negotiations. Well, as you know, the next year the Korean War came along and it knocked prices and costs sky high. Suddenly we had a war boom. Now, if our people were going to have to live under their re-newed contract, it was going to be grossly unfair for them. We went to the employers and explained this, and asked that negotiations be opened up even though the contract had been signed the year before. Because we had demonstrated our integrity and fairness in the first place, the employers now willingly did the same. We opened the negotiations and amended the contract to make it more reasonable for everyone.

Q. Well, Mr. Swayduck, isn't it true that a labor leader must be on his guard not to give the appearance to his rank and file people that he is subverting their interests and cooperating too closely with management?

A. Oh yes, that is a big problem. And it's a problem where management can be very helpful.

Q. How can management help you with this?



A. Here's an illustration. We of course have job classifications spelled out in our contracts with employers. Not so long ago we found ourselves in a situation where I felt there was some featherbedding in certain classifications. It was due to some new equipment that had come into existence. There was a lesser need for certain types of work. It got to the point where certain workers could do their job simply by standing by a machine for a couple of hours a day. Well, I feel that that kind of thing is a hell of a loss—nobody gains. The man is there to work, not to stand around idle. It made sense to knock out certain classifications and group them with other classifications. Well, the matter came up at a negotiating session, in front of my 35-man negotiating committee, made up of men taken right off the bench. In front of my committee, I said to the management people that I regarded the re-grouping to be valid and called for, but that I knew the rank and file would want some assurance that there would be no shenanigans by management regarding the new clause. The management people showed their good faith by being very diplomatic and statesman-like in this regard. They spent four days with me hammering out the language of the new clause, because they realized that

QUALITIES OF A LEADER, REGARDLESS OF WHETHER HE IS IN A UNION OR MANAGEMENT

A. Exactly the same qualities.

Q. What do you feel are chief among these qualities?

A. Honesty and courage are the most important qualities of any leader. In addition to those, a good executive is one who knows where to get the help he needs—the professional help. You find an honest man and pull him out of the ranks, and if he is really honest—honest in his work—you can put him in almost any job and be sure he'll give you the best he's got in him.

Q. It is true, is it not, that your union insists upon its officials coming up through the ranks?

A. That is correct.

Q. Do you agree with this policy?

A. At this point in time, I think the policy is sound. It is designed to prevent a Johnny Dio from coming in. I don't believe Beck or Hoffa ever worked as truck drivers. They pressured their way into their jobs. Our policy is designed to prevent a Beck or a Hoffa from getting into a position of leadership.

What's all the excitement in the front office?



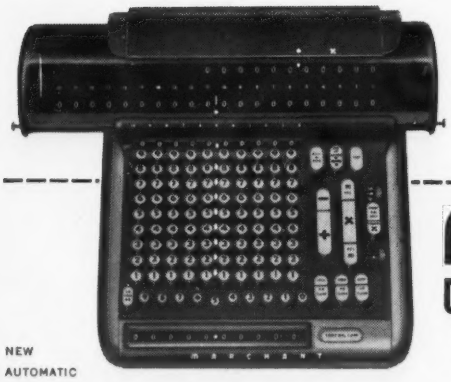
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"Some day management will have the guts to say what Reuther said."

this kind of attention to the matter was necessary for me to make clear my position of standing up for the workers' interests.

Q. You said you waived negotiations in 1949. But does it ever happen—could it happen—that you would accept a cut in wages if the facts warranted it?

A. I would say this: the kind of fair play that management demonstrated by agreeing to re-open the negotiations the next year puts me in the proper posture to accept such a step should it ever become really necessary. Previous to the 1950 re-opening of negotiations, it would have been utterly impossible for me to do it. But with that good record of mutual understanding behind us, I would say that I am now in a position to successfully argue this question with my people on a moral basis.

Q. Isn't it true that most union leaders feel they must get something for their workers every time a new contract is drawn?

A. A heck of a lot of unions, particularly younger ones, are so far behind in getting the reasonable advantages for their workers that there is room for new demands every time they go into negotiations. In our union, we have just about everything we want—a 35-hour week, 10 paid holidays, a sound overtime pay scale, good welfare benefits, and so on. You name it, and we've got it. We've gotten it all by good negotiations, not by strikes. We haven't had a strike in 35 years. But you go into other industries and you may find that they have just begun to scratch the surface in getting the basic human needs for their people.

Q. Won't you admit that when the auto workers or steel workers, for example, push through these pay hikes every time a new contract is due, they are only causing more inflation, not getting real improvement for their members?

A. That happens because the industries involved almost automatically raise their prices. That's where Walter Reuther was very smart, in my opinion—when he proposed that if the automakers would cut their prices the union would rescind its demands.

Q. You think Reuther was really sincere in that?



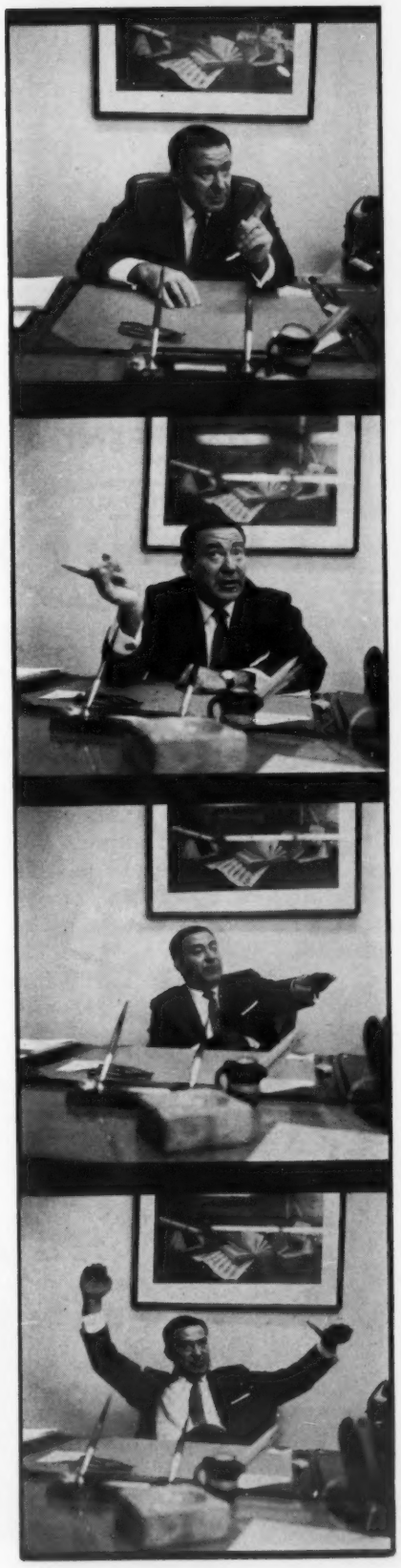
A. Positively. No question about it. Management erred in answering that proposal. They got their backs up and took the typical management position. Instead of recognizing that this was a real opportunity to work things out, they announced that the union had no right to talk about prices. You see what they did? They put themselves on a different level. They would have been smart to climb down from that level and recognize that they and the union have essentially the same underlying interests.

Q. Are you saying that the auto industry flubbed an opportunity to do themselves some good, strengthen union-management relations and help block inflation?

A. I think they did. I think the hard-heads, the old-timers looked at the situation in retrospect rather than from an enlightened point of view. These guys flubbed.

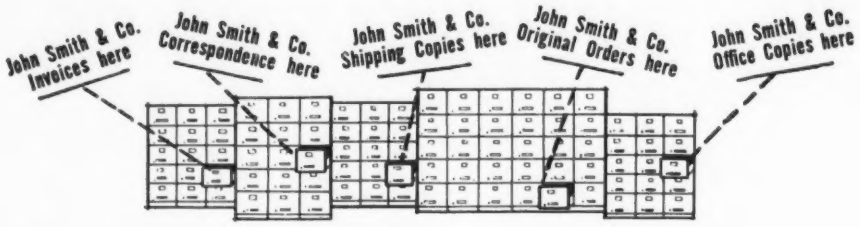
Q. Assuming that these old-timers you talk about are not going to be around much longer, do you think the picture will change?

A. Absolutely. I think somewhere along the line, in management, someone is going to wake up and then have the guts to stand up and say just what Reuther said: "Stop the negotiations. We'll cut our prices and sell more volume and



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"Both management and unions are being stymied by their old-timers."

give you people more and better jobs." When that happens it will catch on, change the pattern, spread from one industry to the next. But someone has got to say, "Let's start with an example right here in our own industry." It's going to have to start in one of the big industries. And it is going to have to be started by enlightened management. The old-timers will never do it.

Q. Henry Ford isn't such an old-timer. Some people feel he is fairly liberal minded.

A. I would have loved to be in on the conference at Ford when they were discussing Reuther's proposal. I can bet you that some of the executives were in favor of going along with Reuther. But the older men, in all their prestige, in all their weight of tradition, sat back and said it was all wrong.

Q. Who are these older men you are talking about there?

A. They have some old fuddy-duds there and I think Ford himself is this type of individual. All these fuddy-duds are the same regardless of what industry they are in. They say to themselves, "Look, I'm not going to start the ball rolling. I'll see what the others do first."

Q. Don't you think that perhaps the reasoning at Ford and the other auto companies was that they had given up enough management prerogatives in negotiating on wages, hours and conditions of work, and that to start negotiating on price of the product would be setting a dangerous precedent?

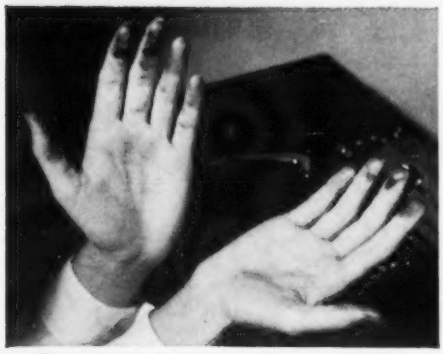
A. They may have thought this, but I believe the thought is wrong. I think price of product is an excellent ground to be covered in negotiation. I do it in my industry; we discuss the question of competition all the time.

Q. Do you realize you are talking now about a point that bothers management severely? A firm may be competing fiercely for business on a price basis. The management doesn't want the union to step in and weaken its competitive position by specifying how jobs shall be estimated, how many first lathe operators there must be on the floor, how many second class lathe operators, and so on. Management feels it is its own prerogative to decide these things.

A. You mean unilaterally? Well, in some instances that attitude may be justified—where only part of the industry is organized, for example. But in an industry that is almost totally organized, as ours is, that reasoning doesn't stand up. Our contracts are kept on an equal basis for all employers and thus they can compete on an even level. We are 95% organized; only the fly-by-nighters are unorganized, and when they grow, we organize them too. In fact, the management of the established firms asks us to organize these new shops. And I think it is a reasonable request, from a competitive point of view. Of course, when we organize a shop, we give the management two years to bring their wages up to union scale. We don't just say, "Here's the contract—sign!" We recognize that a new shop has special problems and must have a different price schedule. So we give them time to bring their structure into line. Invariably when we or-

"Enlightened management must change the pattern, set the new example."





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"Organized labor will never have an overbearing weight of power."



ganize a plant, we make it a better plant because we provide it with key men.

Q. Then all hiring goes through your union?

A. Usually, but not necessarily. The employer notifies us when he has an opening but that doesn't mean he can't hire from the outside, although invariably he wouldn't do that. He knows that the people in our organization are the real mechanics, and that the fly-by-nighters he can pick up off the street might wreck an expensive piece of equipment.

Q. A non-union man hired off the street must join the union after a specified time, is that right?

A. Yes, that's right.

Q. And your union is able to restrict and control the number of apprentices coming into the field, is that not true?



A. Not in the sense that question implies. There are ratio clauses in our contract spelling out the number of apprentices there shall be in relation to the number of journeymen in each skill. I think this is a good thing to have specified—not only from the union's point of view, but from management's point of view, too. An apprentice has to be trained. If there are too many apprentices in a shop, the foreman who does the training has a problem on his hands. Now let's say the contract specifies a ratio of one apprentice for each five journeymen engravers. If there are five engravers in a shop, the foreman probably is in a position to train one apprentice. If there are 10 engravers, there will be two apprentices, but very likely in this bigger shop there will be an assistant foreman who can take over the job of training. You see, these ratios keep the situation from getting out of balance.

Q. Another thing that often bothers management about unions is the fact that the overriding wage scale set for each job place the race horse and the plodder in exactly the same category. There is no incentive to do other than a mediocre job, especially when upgrading is based on seniority. Don't you think that management has a right to squawk about these things?

A. I can answer that by saying that I believe in incentive pay and I don't believe in seniority. Fortunately, we have premiums in our organization. Your race horse gets premium pay and your plodder is paid straight scale—the minimum for his classification.

Q. Who determines which workers will get premium pay?

A. The boss. That's his prerogative. Any other arrangement is unfair and wasteful.

Q. You say you don't believe in seniority?

A. I try to take a practical position on that. We have an apprenticeship program which is a form of seniority. But let me give you an example of the other side of the coin. One of our employers was telling me that he was having trouble getting good foremen. I said, "Let me pick your foremen for you." I went into his shop and spent some time looking over his people. One of the men I picked as a foreman was an apprentice. I could see this young fellow had the makings of a damn good foreman. The employer thought I was crazy, but he put the man in the job. That young fellow is now one of the best foremen I've ever seen.

Q. Mr. Swayduck, what do you think about the McClellan labor rackets investigation?



A. I think it has been a splendid thing for labor and for the country. It has contributed greatly to the job of educating the average rank and file worker as to what is best for him. I hope it has stirred up some of them to realize the stake they have in electing honest and courageous and enlightened leaders. Of course, it's left for the future to see whether McClellan and his committee are going to promote some strong legislation to control union misdeeds. If they just make some recommendations and let it go at that, a lot of this effort is going to be wasted. We've been hollering for years for the kind of legislation that regulates pension funds and welfare funds. It's needed.

Q. How would such legislation affect your union?

A. We wouldn't have to move a muscle. Things are set up so there can't be any monkey business in our funds. For example, every one



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of our members gets a certified financial statement of the pension fund each year.

Q. How big a pension fund do you have?

A. It totals $18 million. It goes up at the rate of $2 million a year and earns about $500 thousand in interest a year.

Q. With unions holding that kind of financial strength, and with the AFL and CIO now combined and presumably destined to grow bigger, isn't it likely that overbearing power—political power—may be centralized in this single labor organization?

A. That is a typical management question and it's completely cockeyed. It's the same thing as asking whether your family would have a unified, strong body of power if you moved all your relatives together into one house. You know what would happen if you tried to do that—they'd be kicking and fighting like all get out. There would be arguments about who has the bathroom first, am I a bigger brother than you are, and who has this and who has that. This is exactly what is going to happen if the AFL-CIO gets too big.

Q. How do you picture the labor leader of the future, Mr. Swayduck?

A. I think he will be an entirely different type of man from the labor leader of today—at least he will be far different from the picture that the public has of today's labor leader. A great change has already taken place in the last few years. Aside from the obvious difference that today's union official is not ashamed to wear a necktie and business suit, he uses different methods. He isn't the tough guy of the past who shouted, "Strike!" and then stood by proudly as everybody filed out. His methods today are good negotiations and hard logic. He tries to operate on the basis of facts. I think you will see a decided increase in the number of union leaders of this type in the future.

Q. You have said in a number of ways that you feel both labor and management have essentially the same goals. Do you see a day when both sides will be following courses that are exactly parallel?



A. I don't know whether our actions will ever be exactly parallel. As a matter of fact, I don't think it would be good to have it that way. I think it keeps both of us on the ball to have some differences, just as competition among business firms keeps things healthy. But I'm sure there will be less strife and conflict in management-labor relations in the years ahead. You've got this new kind of individual coming along in management and I think we can say the same thing is beginning to happen in labor. We've got the history of the '20's and '30's behind us as history and as experience. Management and labor show signs of beginning to understand each other better. Some management people are beginning to realize that the real labor movement isn't out for pie in the sky—that we are concerned with basic human needs and desires. From where I sit the future looks good.

Q. And you feel there will be a balance of power—there won't be a dominance of union strength or management strength?

A. Right. And more than anything else I think this new kind of labor relations is going to be a cause for peace all over the world. It will set an example for people that they don't have to embrace communism or have wars and suffering to solve their differences and problems. It will be the best evidence of all that our form of democracy can work. m/m

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500	Acco Products, Inc. *Agency: LaPorte & Austin, Inc.*	92
501	Acme Visible Records, Inc. *Agency: E. H. Brown Advertising*	53
502	Addressograph-Multigraph Corp. *Agency: The Griswold-Eshleman Co.*	54
503	Allison Waugh & Co. *Agency: Jacobson and Tonne Advertising*	73
504	All-Steel Equipment, Inc. *Agency: E. R. Hollingsworth & Associates*	14
505	American Floor Machine Co. *Agency: Beeson-Reichert, Inc.*	18
506	American Lithofold Corp. *Agency: Burlingame-Grossman Advertising*	92
507	Baker-Roos, Inc. *Agency: George S. Diener Co.*	86
508	The Bentson Mfg. Co. *Agency: J. D. Culea Advertising*	62
509	Borroughs Mfg. Co. *Agency: Roland G. Spedden Advertising*	56
510	Charles Bruning Co., Inc. *Agency: H. W. Kastor & Sons Adv. Co., Inc.*	95
511	Burroughs Corp. *Agency: Campbell-Ewald Co.*	Cover III
512	Business Electronics, Inc. *Agency: Don L. Burgess Advertising*	64
513	Calculagraph Co. *Agency: Reid, Decker and Stocki, Inc.*	69, 70
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537	Greyvan Lines, Inc. *Agency: Robert Conahay, Inc.*	8, 9
538	G. R. Products, Inc. *Agency: Norman-Navan, Inc.*	57
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(Continued from preceding page)

KEY	ADVERTISER	PAGE
542	Hammermill Paper Co. *Agency: Batten, Barton, Durstine & Osborn, Inc.*	6
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545	Howe Folding Furniture, Inc. *Agency: Lawrence Peskin, Inc.*	58
——	International Business Machines *Agency: Benton & Bowles, Inc.*	Cover IV
546	Irons & Russell Co. *Agency: Knight & Gilbert, Inc.*	92
547	Lamson Corp. *Agency: Chapman-Nowak & Associates*	88
548	Lincoln Floor Machinery Co. *Agency: Beeson-Reichert, Inc.*	64
——	Management Magazines, Inc.	93
——	Management Publishing Corp.	89
549	Manpower, Inc. *Agency: Fromstein & Levy*	92
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——	Oravisual Co., Inc.	73
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563	Ozalid Div., of General Aniline & Film Corp. *Agency: Benton & Bowles, Inc.*	51
564	Peerless Photo Products, Inc. *Agency: John Mather Lupton Co., Inc.*	50
565	Philadelphia, Dept. of Commerce *Agency: The Beacon Agency, Inc.*	5
566	Photorapid of America, Inc. *Agency: Williams Advertising*	66
567	Photostat Corp. *Agency: Knight & Gilbert, Inc.*	26
	Pitney-Bowes, Inc. *Agency: L. E. McGivena & Co., Inc.*	
568	*Collator*	7
569	*Mailing Scale*	73
570	*Postage Meter*	10
571	*Tickometer*	63
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NOV 2

500	501	502	503	504	505	506	507	508	509	510
511	512	513	514	515	516	517	518	519	520	521
522	523	524	525	526	527	528	529	530	531	532
533	534	535	536	537	538	539	540	541	542	543
544	545	546	547	548	549	550	551	552	553	554
555	556	557	558	559	560	561	562	563	564	565
566	567	568	569	570	571	572	573	574	575	576
577	578	579	580	581	582	583	584	585	586	587
588	589	590	591	592	593	594	595	596	597	598
632	633	634	635	636	637	638	639	640	641	642
643	644	645	646	647	648	649	650	651	652	653
654	655	656	657	658	659	660	661	662	663	664

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Company .....

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City ..... Zone..... State.....

Number of employees in firm .....

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NOV 1

500	501	502	503	504	505	506	507	508	509	510
511	512	513	514	515	516	517	518	519	520	521
522	523	524	525	526	527	528	529	530	531	532
533	534	535	536	537	538	539	540	541	542	543
544	545	546	547	548	549	550	551	552	553	554
555	556	557	558	559	560	561	562	563	564	565
566	567	568	569	570	571	572	573	574	575	576
577	578	579	580	581	582	583	584	585	586	587
588	589	590	591	592	593	594	595	596	597	598
632	633	634	635	636	637	638	639	640	641	642
643	644	645	646	647	648	649	650	651	652	653
654	655	656	657	658	659	660	661	662	663	664

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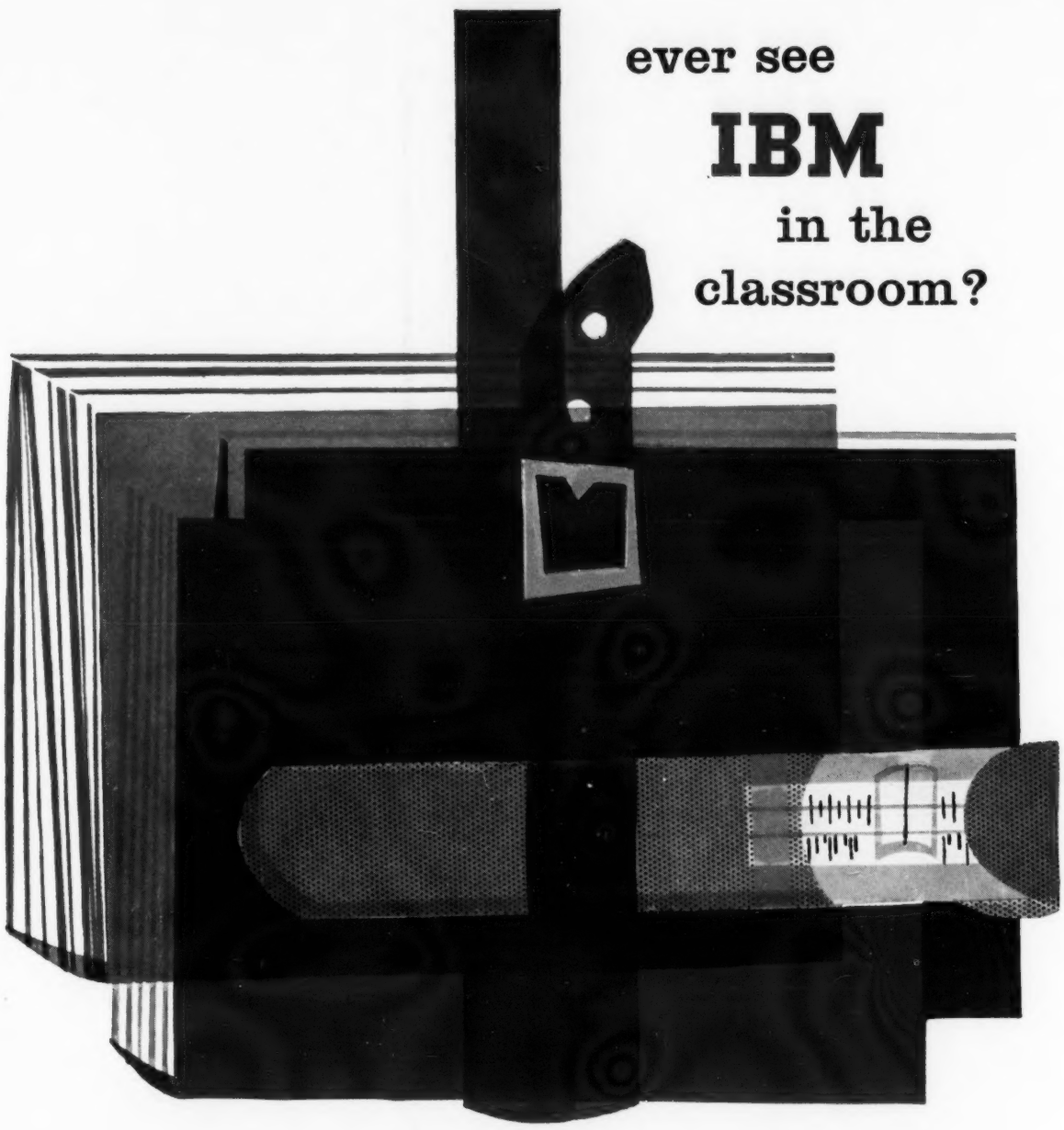
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(For more information, see last page)

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